



Family and Community Services

2018-19 ANNUAL REPORT

Volume 1 Performance and

activities report





Letter to the Ministers

The Hon. Mark Speakman SC MP

Minister for the Prevention of Domestic Violence
Attorney General
Parliament House
Sydney NSW 2000

The Hon. Gareth Ward MP

Minister for Families, Communities and Disability Services
Parliament House
Sydney NSW 2000

The Hon. Bronwyn Taylor MLC

Minister for Mental Health, Regional Youth and Women
Parliament House
Sydney NSW 2000

The Hon. Dr Geoffrey Lee MP

Acting Minister for Sport, Multiculturalism, Seniors and Veterans
Minister for Skills and Tertiary Education
Parliament House
Sydney NSW 2000

The Hon. Melinda Pavey MP

Minister for Water, Property and Housing
Parliament House
Sydney NSW 2000

Dear Ministers

I am pleased to submit the *Department of Family and Community Services Annual Report 2018–19* for presentation to the NSW Parliament.

This report was prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Statutory Bodies) Act 1984* and applicable regulations, and the *Public Finance and Audit Act 1983*.

After the report is presented to Parliament, it will be available for public access on the Family and Community Services (FACS) website at facs.nsw.gov.au

Yours sincerely



Michael Coutts-Trotter
Secretary

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About this report

The FACS Annual Report details the operations and financial performance of the Department of Family and Community Services (FACS), the Aboriginal Housing Office (AHO) and the NSW Land and Housing Corporation (LAHC) for 2018–19 in accordance with the requirements of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Statutory Bodies) Act 1984* and applicable regulations, and the *Public Finance and Audit Act 1983*.

This volume, **Volume 1: Performance and activities report**, is one of three volumes of the FACS Annual Report. Volume 1 reviews and reports on activities and performance for FACS, the AHO and LAHC.

Volume 2: Audited financial statements contains Department of Family and Community Services consolidated financial statements, including:

- Department of Family and Community Services (Parent Financial Report)
- John Williams Memorial Charitable Trust.

It also contains:

- Aboriginal Housing Office financial statements
- NSW Land and Housing Corporation financial statements
- Home Purchase Assistance Fund financial statements.

Volume 3: Funds granted to non-government organisations 2018–19 contains information about FACS-funded non-government organisations.

After they are presented to Parliament, all volumes of this report will be available for public access on the Family and Community Services (FACS) website at facs.nsw.gov.au

Secretary's message



This is the final annual report for FACS. In July 2019 FACS merged with the Department of Justice to form the new Department of Communities and Justice (DCJ).

In signing off on the former FACS, I'm pleased to report significant progress towards our priorities - keeping kids safe, providing safe stable homes, and supporting people to be in charge of their own lives, with choice and control.

Here are some highlights from 2018–19:

- Caseworkers saw more children and young people at risk of significant harm than in any previous year: 30,949 in total, and 18 per cent more than in 2017–18.
- Caseworkers admitted 1,621 fewer children into care than in 2015–16, including 490 fewer Aboriginal children. On the most recent Productivity Commission data, NSW has the lowest rate of children coming into care in Australia and the second lowest rate for Indigenous children, after Tasmania.
- There was a continued decrease in the number of children and young people in out-of-home care on 30 June, with around 5 per cent fewer children and young people in 2018–19 than in 2016–17.
- Fewer children and young people are re-reported at risk of significant harm currently than in previous years. For children and young people who had their plan closed and plan goal achieved in 2013–14, the re-report rate within 12-months of plan closure was 40.4 per cent. That's now dropped to 35.8 per cent for the 2017–18 cohort re-reported in 2018–19 – this is still far too high, but we're moving in the right direction.
- We helped more people to maintain tenancies in the private rental market by providing 19,876 unique households with one or more private rental assistance products, an increase of 7.4 per cent on 2017–18.
- Since the commencement of Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®) and Functional Family Therapy – Child Welfare (FFT-CW®) to the end of June 2019, over 600 families completed the programs. Initial insights showed that risk of significant harm reports are reducing for families in the post therapy follow-up, with an average reduction of 61 per cent for MST-CAN and 46 per cent for FFT-CW. Of the families who have completed either program, only two per cent have had children enter care. These are great early results.
- We continued our commitment to improving the experience for social housing tenants by transferring the management of over 9,200 social housing tenancies to the community housing sector as part of the Social Housing Management Transfer initiative.
- We exceeded the target of 1,200 dwellings under the Social and Affordable Housing Fund, taking the program total to over 3,400 social and affordable dwellings to be delivered over the next three years, with over 500 dwellings delivered across NSW and over 1,000 properties under construction as of 30 June 2019.
- We allocated \$16.6 million to extend the Youth Crisis Accommodation Enhancement (YCAE) program. This provides young people with access to crisis accommodation and effective support 24/7.
- 104,854 National Disability Insurance Scheme (NDIS) participants have choice and control over their lives through NDIS plans or receiving Early Childhood Early Intervention supports.
- 95 per cent of all disability services in NSW are now delivered by non-government organisations.

Despite these successes, there's much more to do.

The new Department of Communities and Justice brings together a range of people and resources that will help us provide more support before people reach crisis, and a better response for people who do.

We will work to help create a safe, just, resilient and inclusive NSW in which everyone has the opportunity to realise their potential.



Michael Coutts-Trotter
Secretary

Part 1 About Family and Community Services



1.1 Who we are and what we do

FACS' mission has always been to work with children, adults, families and communities to improve lives and help people realise their potential. Following machinery of government changes, the Department of Family and Community Services (FACS) and the FACS Cluster was abolished on 1 July 2019 to enable FACS and the former Department of Justice to merge to form the Department of Communities and Justice. The Aboriginal Housing Office (AHO) and the NSW Land and Housing Corporation (LAHC), formerly under the FACS cluster, have been transferred to the Department of Planning, Industry and Environment from 1 July 2019 as part of the Housing and Property Group.

This report concerns the work that FACS – the Department and its cluster agencies – undertook prior to this change, during the 2018–19 financial year, and reflects our ongoing effort to make lasting improvements in the lives of the people we serve.

Contribution to Premier's and State Priorities

During 2018–19, FACS was the lead cluster for delivering the following Premier's and State Priorities:

- Protecting our kids: decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by 2020
- Reducing youth homelessness: increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation to more than 34 per cent by 2019
- Creating sustainable housing: increase the number of households successfully transitioning out of social housing by 5 per cent over three years.

During 2018–19, FACS contributed to the Premier's Priority for:

- Reducing domestic violence re-offending: reduce the proportion of domestic violence perpetrators reoffending within 12 months by 25 per cent by 2021.

Delivering State Outcomes

During 2018–19 FACS' work centred on delivering the following four State Outcomes:

Enabling families to live independently



Delivering community-level and early intervention supports to enable those in need of assistance to live independently within society.

Ongoing support for vulnerable people



Providing specialist advice, services and wraparound support to assist the most vulnerable in our community. Services include social housing, permanency support and out-of-home care (OOHC) for vulnerable children and young people.

Protecting vulnerable people from harm



Providing targeted support and services to those who are vulnerable and at risk at home, or who face challenges, so that they can actively participate in the community.

People with disability live independently



Supporting NSW NDIS participants to live independently and achieve their goals in more inclusive communities.

Major reforms

New reforms that commenced during 2018–19 included:

- **NSW Sexual Assault Strategy** – a whole-of-government strategy, released in July 2018, that focuses on prevention and early intervention, education, responding to victims and survivors, holding perpetrators to account and reshaping the service system
- **NSW Women’s Strategy** – a strategy, released in August 2018, that aims at ensuring that women and girls in NSW have full access to opportunity and choice, their diversity is recognised, they are valued for their contribution and they are able to participate in all aspects of life freely and safely
- **Review of the National Regulatory System for Community Housing** – a Commonwealth and NSW Government led review, announced in December 2018, to drive greater investment in community housing supply and better outcomes for tenants
- **NSW Stronger Communities Investment Unit – Their Futures Matter** – both a whole-of-government reform and a cross-agency implementation unit that is responsible for the NSW Government’s landmark reform to deliver improved outcomes for vulnerable children and families.

During 2018–19, we continued to deliver on a range of reforms that aim to improve client outcomes over the long term:

- **The Aboriginal Outcomes Strategy** – addressing the overrepresentation of Aboriginal people across our services by improving outcomes for Aboriginal people
- **Targeted Earlier Intervention Program** – seeking to provide services to people in need earlier by being flexible and responsive in order to make the biggest difference; we will help children, young people, families and communities experiencing, or at risk of experiencing vulnerability in NSW
- **The Permanency Support Program** – seeking to improve the child protection system by reducing entries to OOHC by keeping families together where possible and providing permanency through guardianship and open adoption
- **Future Directions for Social Housing in NSW** – a 10-year plan (announced in January 2016) for transforming the social housing system by increasing the supply of social housing and providing more opportunities and incentives for people to achieve housing independence
- **NSW Homelessness Strategy** – a coordinated, system-wide response that addresses the root causes of homelessness and focuses on prevention and early intervention
- **National Disability Insurance Scheme** – a reform enabling people with disability, their families and carers to access individually tailored and flexible supports so they can achieve their goals and participate fully in their communities (with 2018–19 being the first full year of implementation)
- **Commissioning for Better Outcomes** – commissioning our non-government and private partners to deliver the best possible outcomes for our clients in the most efficient, effective and sustainable way
- **The NSW Practice Framework** – creating unity of purpose, knowledge and direction among child protection practitioners to ensure decisions about children and young people reflect best policy and practice, and lead to better outcomes
- **NSW Ageing Strategy** – an initiative designed to respond to the opportunities and challenges of an ageing population, focusing on five priority areas to ensure people in NSW experience the benefits of living longer and live healthy, active and happy lives as they age
- **NSW Disability Inclusion Plan** – the NSW Government’s commitment to identifying and breaking down the barriers which prevent those with disability from enjoying the same opportunities and choices as everyone else
- **NSW Carers Strategy** – a plan to improve the position of carers in NSW who provide ongoing unpaid support to people who need it because of their disability, chronic illness, mental ill-health, dementia or frail age
- **NSW Domestic and Family Violence Blueprint for Reform** – a comprehensive five-year strategy (released in 2016) to reform the domestic and family violence service system so that it is focused on prevention, early intervention, supporting victims while holding perpetrators accountable, and delivering evidence-based, quality services to make victims safer and support their recovery.

Our challenges

We work in an environment of increasing need and demand for services. Many of our clients have multiple and complex needs, such as substance misuse, domestic and family violence, mental or chronic health issues, unemployment, poverty and intergenerational disadvantage.

Increasing demand across all of our services requires us to target resources to interventions that work and have a sound evidence base to achieve the maximum benefit for those most in need. During 2018–19 our most significant challenges included:

- addressing the pressure on our child protection system to meet the continued demand of children and young people at risk of abuse and neglect
- responding to increasing demand for social housing and a lack of affordable housing (including improving access to affordable, quality and culturally appropriate housing for Aboriginal people)
- addressing the overrepresentation of Aboriginal people across all of our services.

1.2 Our structure

In 2018–19, the FACS cluster was comprised of the following:

Department of Family and Community Services

The Department of Family and Community Services was made up of:

- seven districts grouped into two clusters (Northern Cluster, Southern and Western Cluster) supporting vulnerable people and families, and
- two divisions:
 - Commissioning – developing strategy and policy, and commissioning services from the non-government sector and FACS’ internal service delivery and disability services
 - Corporate Services – delivering efficient and effective strategic corporate, financial and shared services to enable and improve frontline services and commissioning.

Other FACS entities

The following entities were also located within the FACS cluster in 2018–19 and are reported on within the FACS Annual Report:

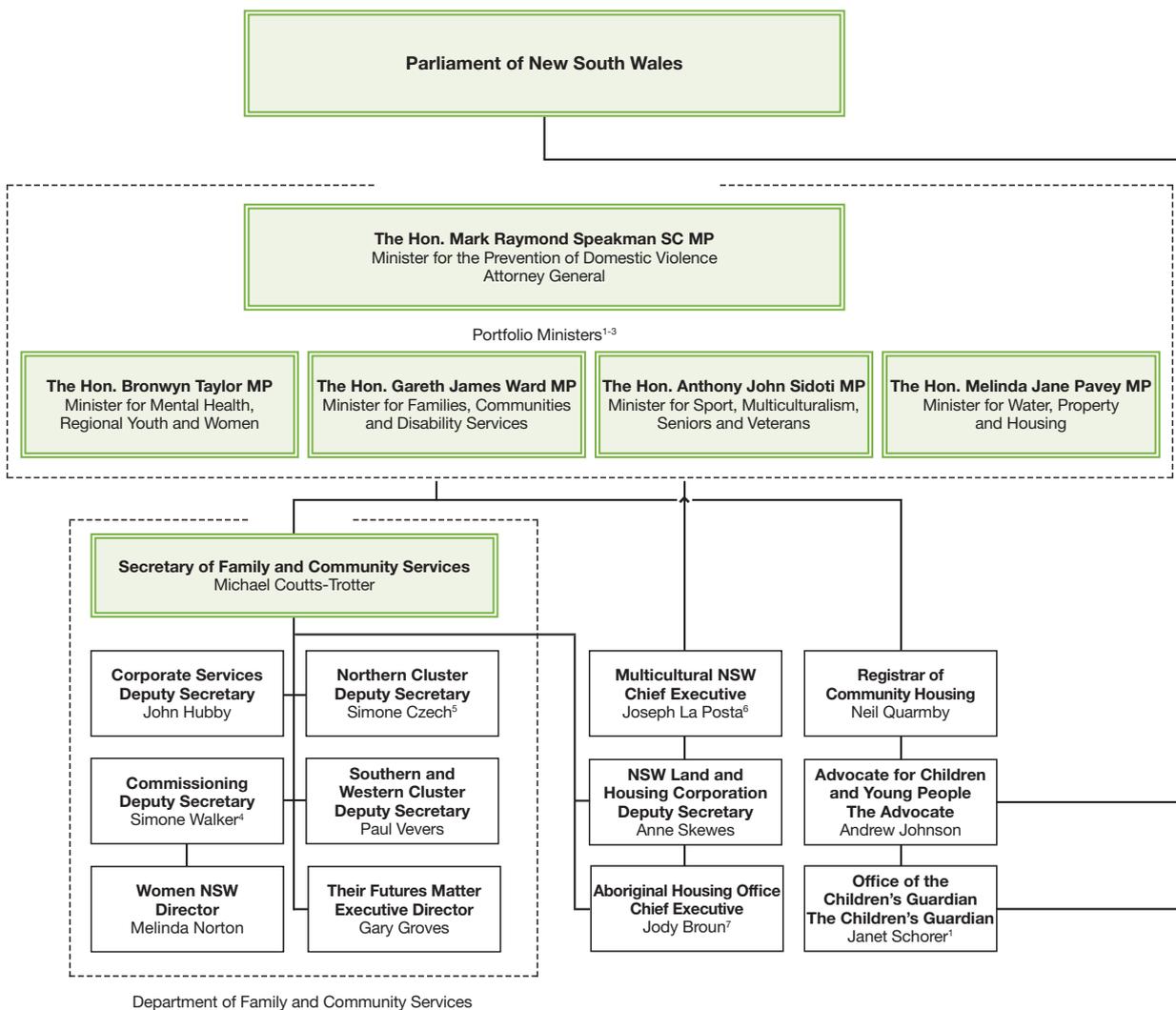
- the Aboriginal Housing Office (AHO) – a statutory authority that plans and administers the policies, programs and asset base for Aboriginal housing in NSW
- the NSW Land and Housing Corporation (LAHC) – a public trading enterprise responsible for managing the NSW Government’s social housing portfolio, with the goal of delivering the maximum number of public housing dwellings that best meet the needs of tenants and are fit for purpose
- the John Williams Memorial Charitable Trust – a trust which provides respite and care accommodation for children with disability (financial statements only)
- the Home Purchase Assistance Fund – a fund established by a trust deed which operated (until closing in 1994) as a not-for-profit entity for the purpose of supporting and administering the State’s home purchase program (financial statements only).

The following entities, while located in the FACS cluster in 2018–19, remained independent of FACS and produced their own annual reports, which contain details of their operations and financial statements:

- Multicultural NSW – a statutory body that is responsible for driving social, cultural and economic prosperity through cultural diversity in NSW
- Office of the Children’s Guardian – a statutory authority established under the *Children and Young Persons (Care and Protection) Act 1998* that promotes the interests and rights of children and young people living in OOHC, as well as promoting and regulating quality, child-safe organisations and services
- The Advocate for Children and Young People – a statutory appointee responsible for supporting children and young people in NSW and providing secretariat support to the NSW Youth Advisory Council (administrative and financial support provided by FACS).

Organisation chart

As at 30 June 2019, the FACS cluster was structured as per the following organisation chart.



Footnotes

1-3 Portfolio Ministers prior to the 2019 State Election:

1. The Hon. Pru Goward MP, Minister for Family and Community Services, Minister for Social Housing, Minister for Prevention of Domestic Violence and Sexual Assault.
2. The Hon. Tanya Davies MP, Minister for Women, Ageing and Mental Health.
3. The Hon. Ray Williams MP, Minister for Disability Services and Multiculturalism.
4. Deidre Mulkerin held the position of Commissioning Deputy Secretary until 28 June 2019.
5. Simone Walker held the position of Northern Cluster Deputy Secretary until 28 June 2019.
6. Hakan Harman held the position of Multicultural NSW Chief Executive until 28 September 2018. Ross Hawkey acted as Chief Executive from 4 July 2018 to 13 January 2019.
7. Shane Hamilton held the position of Aboriginal Housing Office Chief Executive until 25 November 2018.

Members of the executive team

In 2018–19, the executive team was comprised of the following members:

Michael Coutts-Trotter

Secretary
Family and Community Services
BA (Commun), FIPAA

Deidre Mulkerin

(1 July 2018 – 28 June 2019)
Deputy Secretary
Commissioning
BSocWk, Grad Cert Mgt

Paul Vevers

Deputy Secretary
Southern and Western Cluster
BA (Hons), PSM, CQSW, MAICD

Simone Walker

(1 July 2018 - 28 June 2019)
Deputy Secretary
Northern Cluster
BSocWk, GCCommun

John Hubby

Deputy Secretary
Corporate Services
BBA (Acc), MPH

Anne Skewes

Deputy Secretary
NSW Land and Housing Corporation
BBSc, GDip AppSocPsych, MA

Shane Hamilton

(1 July 2018 – 25 November 2018)
Chief Executive and Executive Director
Aboriginal Housing Office

Jody Broun

(26 November 2018 onwards)
Chief Executive and Executive Director
Aboriginal Housing Office
DipT, BA (Ed), MPhil

Gary Groves

Executive Director
Their Futures Matter
DipPolicing, GDipCrimePrev, ANZSOG Fellows Program



Part 2 Our performance



2.1 Enabling families to live independently



29,386

families supported by
the **FAMILIES NSW
PROGRAM**

&



1,361

families supported by
the **ABORIGINAL CHILD,
YOUTH AND FAMILY
STRATEGY PROGRAM**



483,496

EVENT PARTICIPANTS under the
Community Builders Program



19,876

UNIQUE HOUSEHOLDS assisted with
private rental assistance (PRA)



85%

of **HOUSEHOLDS EXITING RENT
CHOICE** without returning for housing
assistance 12 months later



95,252

YOUNG PEOPLE
taking part in youth
participation activities



over
**1.6
million**

**SENIORS CARD
HOLDERS**



over
7,400

BUSINESSES PARTICIPATING
in the Seniors Card scheme
across NSW



over
30,000

**NSW COMPANION
CARD HOLDERS**



over
1,000

BUSINESSES PARTICIPATING
in the Companion Card
scheme across NSW

2.1 Enabling families to live independently

Acting early to reduce risk and decrease reliance on government support where possible provides a pathway towards greater independence for our clients. The end goal is for people to lead better lives and to provide better futures for their children. Throughout 2018–19, we pursued a range of initiatives aimed at enabling people to become more independent.

Increasing housing independence

We continued working towards the State Priority of increasing the number of households successfully transitioning out of social housing by 5 per cent over three years.

We assisted 19,876 households to avoid or leave social housing through the use of private rental assistance (PRA), including Rentstart Bond Loan, Advance Rent, Rental Arrears, Private Rental Brokerage Service, Tenancy Facilitation, Tenancy Guarantee, and Rent Choice products. The positive impact of these programs is evident from the fact that 85 per cent of households that exited Rent Choice did not require further housing assistance in the following 12 months. Similarly, 30 per cent of households who received bond loans did not require any other assistance.

Targeted Earlier Intervention (TEI)

We know that effective TEI is the best means of reducing risk of harm and supporting families early in life and early in need. It also lays the foundations for better outcomes in health and education, and lowers the risk of substance abuse and contact with the criminal justice system.

During 2018–19, TEI reforms focused on strengthening the sector, for example by:

- commencing implementation of the TEI Program Outcomes Framework to better align services to meaningful person-centred outcomes
- preparing to capture more meaningful information about service delivery outcomes for children and families using the Data Exchange (DEX)
- continuing to implement the TEI Sector Assistance Strategy, delivered by peak bodies to support the development of a locally responsive, evidence-informed and client-focused service system.

Earlier intervention support in 2018–19 included:

- supporting 1,361 families through the Aboriginal Child, Youth and Family Strategy (ACYFS) program, which focuses on supporting Aboriginal families expecting a baby or with children aged up to five years
- assisting 29,386 families through Families NSW program, a whole-of-government universal prevention program and early intervention strategy for families expecting a baby or with a child aged up to eight years old, including Aboriginal families.

Early intervention also continued to support service delivery for nine Aboriginal Child and Family Centres (ACFCs) in NSW. These centres provide a mix of culturally safe services and support for Aboriginal families with children aged up to eight years. In 2018–19, 520 Aboriginal children were enrolled in Early Child Education and Care services, 3,070 children accessed a range other services, and more than 2,200 parents and carers accessed wraparound services through the centres.

Strengthening communities

We sought to build stronger communities by:

- engaging 483,496 event participants under the Community Builders program, a population-level prevention program that strengthens disadvantaged communities across NSW
- involving 95,252 young people in youth participation activities
- delivering the Community Greening program, which aims to improve client outcomes through the creation of community-led gardens
- funding an adult literacy campaign for Aboriginal people in Campbelltown in partnership with the NSW Department of Education and the Aboriginal Housing Office
- providing 29 sessions of Aboriginal cultural capability training to over 1,200 FACS staff members, which included knowledge-sharing from local Aboriginal elders and organisations as well as from survivors of the Stolen Generations, who shared their stories and advised on the impacts of child protection practices on survivors and their descendants.

Supporting our ageing population

The number of Seniors Card holders grew to over 1.6 million. The Seniors Card provides access to a range of benefits, including Australia-wide transport concessions and discounts and deals at over 7,400 businesses statewide, to help seniors to live an active life.

Promoting gender equality

In August 2018 we released the *NSW Women's Strategy 2018–2022*, which aims to advance social and economic equality between women and men, and girls and boys.

The strategy provides a whole-of-government and whole-of-community policy framework with the aim of improving the economic, social and physical wellbeing of women and girls across NSW. It focuses on three priority areas: economic opportunity and advancement, health and wellbeing, and participation and empowerment.

The Year One Action Plan, released on 30 August 2018, outlines the initiatives to be undertaken in the first year. Key achievements in the first year include:

- the inaugural NSW Women's Week in March 2019, supported by \$100,000 in funding for local community events and activities
- the Women Online Showcase, a video series highlighting women's stories and accomplishments, published online from March 2019.

2.2 Protecting vulnerable people from harm



30,949

CHILDREN AND YOUNG PEOPLE at risk of significant harm (ROSH) seen by a caseworker



CONTINUING TO REDUCE ROSH RE-REPORTS in line with the Premier's Priority



801

FAMILY GROUP CONFERENCE referrals, including **363** referrals for Aboriginal families



24,278

HOUSEHOLDS ASSISTED with temporary accommodation



190

PLACES TO HELP KEEP FAMILIES together through new Permanency Support Program family preservation packages



OVER 600

FAMILIES COMPLETED Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®) and Functional Family Therapy – Child Welfare (FFT-CW®) since the program commenced in August 2017



17,984

CALLS to the Domestic Violence Line

1,973 & 834
WOMEN CHILDREN

SUPPORTED through the Staying Home Leaving Violence program



3,877

CALLS through the **ELDER ABUSE HELPLINE** to help keep vulnerable seniors safe



4,007

HOUSEHOLDS, including 7,328 children, receiving assistance with private rental housing through **RENT CHOICE START SAFELY**



29,117

HOMELESS PEOPLE assisted with referrals to Specialist Homeless Services through Link2Home



\$202.8 million

for **SPECIALIST HOMELESSNESS SERVICES** (including youth services) and critical referral services such as Link2home

2.2 Protecting vulnerable people from harm

FACS works to support vulnerable individuals and families to keep them safe from harm. We focus on providing targeted support to reduce risk and vulnerability in the community by intervening early and connecting people to services to improve their safety, security and wellbeing. This means working effectively with our non-government partners in child protection, domestic and family violence, and homelessness. Our aim is to develop a service system that moves beyond crisis responses to address the factors that put people at risk and to help them build their capabilities and improve their lives.

Child protection

Reducing risk to those who are most vulnerable

We responded to the year-on-year increase in the number of ROSH reports by working to see more children. During 2018–19, caseworkers saw 30,949 children and young people at ROSH, an increase of 18 per cent from the preceding year.

We have made good progress towards reducing the percentage of children and young people re-reported at ROSH within 12 months of having their case plan closed with the closure reason 'case plan goal achieved' following a face-to-face assessment. The decreasing trend in ROSH re-reports continued, with only 35.8 per cent of children re-reported as at the period ending 30 June 2019 compared to the 2014–15 baseline of 40.4 per cent, keeping us on track to achieve this Premier's Priority by 2023.

Actions aimed at reducing ROSH re-reports during 2018–19 included:

- closer monitoring so that children at greatest risk receive a response appropriate to their needs before their case is closed
- improving casework by providing caseworkers with training and forums, including group supervision, to discuss cases and share best practice
- setting reduction targets across FACS and tracking performance
- improving responses to children exposed to domestic and family violence.

In addition, one of the aims of Their Futures Matter (TFM) is a system transformation. This whole-of-government redesign of the child and family service system is bringing together government agencies and the non-government and community sector to give vulnerable children, young people and families the support they need at the right time in order to reduce the need for statutory intervention.

Phase one of the project (from June to December 2018) focused on building the evidence base and developing a high-level design. This included consulting with over 300 TFM sector and community stakeholders, detailed evidence reviews, commencing pilots, and releasing a public discussion paper, *Moving the system from crisis to early help: connecting children, young people and families to the right support at the right time*.

Phase two (from January to June 2019) involved detailed design and planning for reform, including engaging with more than 400 sector and community stakeholders to identify models of best practice and opportunities for improvement or expansion and development of a strategic framework – *Stronger Communities: Supporting Children, Young people and Families Early in Life and Early in Need*.

Forecasting Future Outcomes – Stronger Communities Investment Unit 2018 Insights Report

The Stronger Communities Investment Unit for Their Futures Matter delivered the *2018 Insights Report*, which provides NSW with crucial evidence to help build a service system that prevents harm, intervenes early and enables an investment approach to support children and families with the greatest need.

Joint Child Protection Response Program (JCPRP)

We continued to improve our capacity to provide coordinated responses for vulnerable children and young people through the JCPRP – a statewide tri-agency program involving FACS, the NSW Police Force and NSW Health. In 2018–19, the JCPRP received an increase in funding of almost \$4 million from the previous year (bringing the total to \$22 million) as well as funding for a further 30 JCPRP caseworkers.

The JCPRP continued to progress recommendations of the *NSW Ombudsman inquiry into the operation of the JIRT program report, August 2017*, which aims to improve practice to achieve better safety, justice and health outcomes for vulnerable children, young people and their protective family members.

Keeping families together where possible

Throughout 2018–19, we worked to prevent entries to OOHC by supporting families to make positive changes that reduce risk and improve outcomes for vulnerable children and young people.

The NSW Government invested \$90 million over four years into two internationally tried and tested evidence-based programs: Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®) and Functional Family Therapy – Child Welfare (FFT-CW®).

These programs are being delivered in over 15 priority locations across the state, where almost 1,800 families have been accepted into the programs since August 2017. This translates to at least 6,000 siblings and other family members receiving benefits from the service.

Following the first two years of the program, initial insights are showing:

- ROSH reports are reducing for families in the post-therapy follow-up, with an average reduction of 61 per cent for MST-CAN and 46 per cent for FFT-CW
- of the families who have completed either program, only two per cent have had children enter care.

Other prevention initiatives included:

- referring 801 families to Family Group Conferencing, and convening 552 Family Group Conferences to empower families to keep their children safe; 43 per cent of families who participated in the conferences were Aboriginal
- supporting 84 Aboriginal families with children and young people at high risk of removal from their families to de-escalate child protection concerns through Services Our Way

We also provided the following programs:

- The SafeCare program trial – providing behavioural skills training for parents with children who are at risk of, or have been reported for, maltreatment – in eight Brighter Futures sites across NSW
- Youth Hope – a family preservation pilot targeted at children and young people aged nine to 15 years who are at ROSH or at risk of escalation into the OOHC system
- Intensive Family Based Services – high-level intervention provided specifically to Aboriginal families with children at risk of entering the OOHC system where restoration to family is being explored or breakdown of the foster/kinship placement is a concern
- Intensive Family Preservation Services – intensive crisis intervention for families experiencing complex issues for children and young people at high risk of removal from their families
- Brighter Futures – assisting vulnerable families through a family preservation program for vulnerable families with children aged up to nine years.

In total, these programs provided almost 4,000 contracted places for families, which in 2018–19 delivered services to more than 14,000 children and young people, of whom approximately 30 per cent were Aboriginal children.

The NSW Practice Framework

We continued to implement the NSW Practice Framework, which seeks to improve child protection practice by providing unity of direction and purpose to all statutory child protection and OOHC practitioners. The Framework aims to help staff to make better decisions for vulnerable children and families, leading to better outcomes for children. It also aims to reduce uncertainty and increase staff retention in a challenging field of work.

Initiatives in 2018–19 included:

- providing training to all practitioners in three districts across the State (New England district, Sydney, South Eastern Sydney and Northern Sydney district, and Hunter Central Coast district)
- designing a quality improvement process to measure how the Framework is being applied in everyday practice and how it has made a difference to the children and families we support
- delivering group supervision training to support the implementation of the Framework for practitioners and practice leaders in all districts throughout 2018.

Domestic and family violence (DFV)

Supporting people to stay safe

FACS supports those who are experiencing, or are at risk of, domestic and family violence to help them remain safe. Actions taken during 2018–19 included:

- supporting 1,973 women and 834 children to remain safely at home while police removed the perpetrator, through Staying Home Leaving Violence
- helping 4,007 people escaping violence move into stable housing in the private rental market, through Start Safely
- supporting the Premier's Priority to reduce the number of domestic violence perpetrators reoffending by 25 per cent by 2023 (based on the 2019 cohort of perpetrators)
- continuing to deliver Integrated Domestic and Family Violence Services (IDFVS), a multi-agency response delivered across 11 locations in NSW to prevent the escalation of domestic and family violence among high-risk target groups
- taking 17,984 calls through the Domestic Violence Line, a statewide telephone crisis counselling and referral service to support women who are experiencing domestic and family violence.

NSW Domestic and Family Violence Blueprint

We continued to implement actions under the *NSW Domestic and Family Violence Blueprint for Reform 2016–2021: Safer Lives for Women, Men and Children* to reform the domestic and family violence service system so that it delivers better outcomes for victims and perpetrators. Released in 2016, the Blueprint includes strategies to prevent domestic and family violence, intervene early with individuals and communities at risk, support victims and hold perpetrators to account, and improve the quality of services and the system as a whole.

The statewide rollout of Safer Pathway – one of the key initiatives under the Blueprint – was completed in November 2018. Safer Pathway represents a fundamental change in the approach to how agencies and organisations support victim safety in NSW by providing coordinated services to victims and their children when and where they need them. A comprehensive evaluation on the effectiveness of Safer Pathway, released in February 2019, reported overall positive results, including that the program provided the basis for significantly improved coordinated service delivery for domestic and family violence victims.

Other achievements under the Blueprint for 2018–19 included:

- investing almost \$12 million in 13 innovative projects that support primary prevention, early intervention and crisis response through the second round of the NSW Domestic and Family Violence Innovation Fund
- completing the statewide rollout of seven Police High Risk Offender Teams specifically targeting repeat, high-risk offenders
- commencing implementation of the short-term recommendations of the *Domestic and Family Violence Service System Redesign: Recommendations Paper*.

Release of the NSW Sexual Assault Strategy

The *NSW Sexual Assault Strategy 2018–2021*, released on 6 July 2018, represents the NSW Government's commitment to reducing sexual assault and providing safe and appropriate responses to victims.

The Strategy delivers a three-year whole-of-community and whole-of-government approach to sexual assault in NSW, setting out reform initiatives across five key areas: prevention and early intervention, education, supporting victims and survivors, holding perpetrators accountable, and reshaping the service system.

Implementation of activities during 2018–19 included:

- commencing a NSW Law Reform Commission review of the *NSW Crimes Act 1900*, which deals with consent in relation to sexual offences
- launching the #makenodoubt sexual consent social media campaign in December 2018, which seeks to promote a better understanding of consent as the basis for respectful relationships and sex
- presenting a case for providing early, age-appropriate education on the continuum of sexual violence and strengthening content on respectful relationships via a submission to the NSW Curriculum Review (undertaken by the NSW Education Standards Authority)
- commencing the creation of a priority housing category for victims of child sexual abuse which will be applied for people who both meet eligibility for social housing and have successfully applied to the National Redress Scheme.

Keeping Seniors Safe

We took 3,877 calls through the Elder Abuse Helpline to keep vulnerable seniors safe.

Homelessness

Improving responses to homelessness

Homelessness is a growing problem that affects some of the most vulnerable members of our community. It is only by creating a system that recognises the complex nature of homelessness and responds in an integrated and coordinated way that we can help to break the cycle of disadvantage and support people to live more secure, stable and happy lives.

Key homelessness initiatives during 2018–19 included:

- assisting 29,117 homeless people with referrals to Specialist Homeless Services (SHS) through Link2Home
- assisting 24,278 households with temporary accommodation
- assisting more than 460 people who were sleeping rough in inner city Sydney into long-term permanent housing (since March 2017) through the Homelessness Outreach Support Team, with more than 90 per cent of people sustaining their tenancies
- supporting the NSW Premier's Priority, announced in June 2019, to reduce street homelessness by 50 per cent across NSW by 2025
- assisting 138 households through the Rent Choice Assist pilot, which helps people experiencing a destabilising event that jeopardises their private rental tenancies and puts their households at risk of homelessness.

The NSW Homelessness Strategy

The *NSW Homelessness Strategy*, released on 10 June 2018, sets out the NSW Government's five-year plan for a comprehensive approach to preventing homelessness and improving the way we respond to homelessness. The Strategy creates a framework for collective action across all levels of government, as well as non-government sectors and the community.

The NSW Government has committed more than \$1 billion for homelessness services over the next four years, which includes new funding of \$61 million to implement the *NSW Homelessness Strategy*. Work commenced on the first year initiatives of the Strategy during 2018–19. Main achievements so far include:

- forming a Social Impact Investment agreement in February 2019 between the Minister for Family and Community Services and Mission Australia that aims to reduce exits from health services into homelessness

- supporting almost 400 people through the first year of the Supported Transition and Engagement Program (STEP), which provides wraparound post-crisis support and community housing leaseholds in the Sydney, Central West and Mid-North Coast districts and is delivered by Neami National and Bridge Housing in partnership with Women's Housing Company and Metro Community Housing
- supporting vulnerable social housing tenants through the Sustaining Tenancies in Social Housing (STSH) program, which aims to reduce social housing evictions and prevent subsequent homelessness through community outreach and case management to address complex needs
- expanding the use of universal screening and supports for at-risk students across eight high schools in Albury and Western Sydney to prevent early disengagement from school, which can lead to homelessness
- establishing six new Staying Home Leaving Violence sites, located in Walgett/Coonamble, Albury, Griffith, Richmond Valley and Port Stephens
- in February 2019, commencing a pilot of client outcomes reporting for Specialist Homelessness Services (SHS), following consultation, planning and drafting of outcomes with our partners in the homelessness sector
- commencing co-design with a wide range of stakeholders in Tweed Heads and Newcastle in February 2019 for the \$10.2 million expansion of assertive outreach for rough sleepers.

Premier's Priority – Reducing youth homelessness

Youth homelessness is a significant problem in NSW. Homelessness, and particularly long-term homelessness, impacts young people's ability to participate fully in society, access education and training, and maintain physical and mental health.

The 'Reducing youth homelessness' Premier's Priority aimed to increase the proportion of young people (15–24 years old) who successfully move from SHS to long-term accommodation to more than 34 per cent by June 2019.

In 2017–18 the Premier's Priority target was achieved a year ahead of schedule, with 34.7 per cent of young people (1,918 of 5,531) who presented alone to SHS achieving stable, long-term accommodation in NSW.

During 2018–19, efforts to address youth homelessness included:

- supporting 411 young people through the Premier's Youth Initiative pilot, which aims to divert 446 young people leaving OOHC from entering the homelessness service system; the pilot received \$14.1 million in funding
- assisting 698 young people aged 16 to 24 through Rent Choice Youth (RCY), which provides a rental subsidy to young people and supports them to find study and job opportunities to help them eventually transition to meeting their own housing needs; RCY received \$5.4 million in funding
- providing \$10.2 million for the Homeless Youth Assistance Program (HYAP), which provides a targeted and holistic response to help unaccompanied children and young people aged 12 to 15 years who are experiencing or at risk of homelessness
- allocating \$16.6 million to extend (to 30 June 2019) the Youth Crisis Accommodation Enhancement (YCAE) program, which provides young people with access to crisis accommodation and effective support 24/7.

Commissioning Specialist Homelessness Services for outcomes

Commissioning for outcomes shifts the focus from the services a provider offers to the client outcomes they achieve. We began a commissioning for outcomes approach for SHS during 2018–19. Achievements included:

- working with the sector to identify draft client outcome measures for testing
- launching a pilot with 17 providers to test the draft outcomes measures and indicators
- completing development of a Homelessness Services Outcomes Blueprint, in consultation with the SHS sector, setting out the approach to performance monitoring for contracts from 1 July 2020
- commencing preparations for SHS to adopt the Australian Service Excellence Standards to ensure a minimum level of quality in service delivery for our clients, including a pilot to identify and develop resources which will build the capacity of the sector to achieve accreditation.

2.3 Ongoing support for vulnerable people



3,050

CHILDREN AND YOUNG PEOPLE on guardianship orders at 30 June 2019 - an increase from 2,849 in 2017-18



ACHIEVED **134** OOHc ADOPTIONS AND AROUND **350** NEW GUARDIANSHIP ORDERS for children in care who cannot return home



A REDUCTION IN THE OOHc POPULATION by approximately 5.2% in 2018-19 compared to 2016-17



74.3%

of **ABORIGINAL CHILDREN AND YOUNG PEOPLE** in OOHc placed with a relative or an Aboriginal carer



50%

of **NEWLY HOUSED** applicants for social housing for households who were previously homeless or at risk of homelessness



630

SCHOLARSHIPS awarded to young people living in social housing to remove barriers to engaging in education



over
9,200

PROPERTIES TRANSFERRED TO COMMUNITY HOUSING PROVIDERS under the Social Housing Management Transfer program

2.3 Ongoing support for vulnerable people

Reforms to child protection and OOHC

Through the Permanency Support Program (PSP), FACS is working to provide more children with the permanent stable homes they need to thrive. Commencing in October 2017, PSP has been reforming the NSW child protection and OOHC systems by:

- minimising entries and re-entries into care by maintaining children and young people at home where safe to do so
- finding permanent homes for children and young people currently in care through restoration, guardianship and open adoption
- addressing the overrepresentation of Aboriginal children and young people in the care system by maintaining connections with family, community, language, culture and country
- investing in higher quality support and providing more targeted and therapeutic support to address individual needs.

The implementation of Intensive Therapeutic Care (ITC) – the component of the PSP that is gradually replacing residential care in NSW – commenced in July 2018. ITC helps children and young people who are recovering from the most severe forms of trauma, neglect, abuse or adversity.

Through ITC we are also introducing unprecedented quality standards relating to staff qualifications, training and rostering, reinforcing our commitment to learning, best practice and continuous improvement.

ITC will better meet the high and complex needs of children and young people through:

- providing consistent therapeutic care and recovery from trauma
- establishing a Centre for Excellence in Therapeutic Care to support implementation and guide service delivery
- achieving positive outcomes, including permanency and least intensive placement types, wherever possible
- ensuring minimum staff qualifications and mandatory therapeutic care training
- providing therapeutic specialists and multidisciplinary care teams.

During 2018–19, reforms in child protection contributed to the following achievements:

- entries to OOHC in 2018–19 remained at a similar rate to 2017–18, and were still substantially lower than in 2015–16 and 2016–17
- extending support for the Resilient Families program until June 2020, following its success under the Benevolent Society Social Benefit Bond (which saw 32 per cent fewer entries to OOHC than a control group over five years); this second phase will support at least 120 families, with success measured by the number of children that remain safely at home with their families
- continuing the Newpin Social Benefit Bond, which – in its sixth year of a seven-year pilot – has prevented 55 entries to OOHC through family preservation work and restored 328 children in OOHC to their families, with a cumulative restoration rate of 63.0 per cent
- arranging 134 OOHC adoption orders¹ and 350 new guardianship orders for children in care who cannot return home, through collaboration with our NGO partners
- placing 74.3 per cent of Aboriginal children and young people in OOHC with a relative or an Aboriginal carer
- commencing full implementation of the Permanency Support Program from 1 July 2018, including transitioning 7,532 children to individually tailored service packages, with the support of our NGO partners, to support their permanency goal
- rolling out the Structured Decision Making Restoration Tool to funded service providers to support exits from OOHC and get more children and young people home where safe to do so
- introducing shorter term care orders (up to 24 months) through legislative amendments to support children and young people being restored to their families, moving into guardianship arrangements, or being adopted

¹ This figure includes adoptions of young people who are 18 years and over when their adoption by their foster carer occurred.

- in partnership with AbSec, delivering the Aboriginal Case Management Policy, a framework for delivering culturally sensitive casework services that are responsive to the needs of Aboriginal children, their families and communities
- funding both LINKS Trauma Healing Services and OurSPACE to provide trauma treatment services to 206 children and young people in OOHC to improve their psychological wellbeing and support their carers to understand the effects of trauma on behaviour.

Future Directions for Social Housing in NSW

The third full year of *Future Directions for Social Housing in NSW* ('Future Directions') was completed in 2018–19. Future Directions, the NSW Government's vision for transforming the social housing system, is centred on the three strategic priorities of more social housing, more support to help people avoid or leave social housing, and a better social housing experience.

Future Directions achievements for 2018–19 include:

- continuing to deliver the Millers Point sales program, which funded a total of 1,711 social housing units, including 1,379 completed and 332 that were under construction, across the wider Sydney area, the Illawarra and the North Coast of NSW
- establishing the \$50 million Community Housing Innovation Fund to support small-scale proposals for social and affordable housing
- commencing the \$42.6 million Opportunity Pathways program to support social housing clients to gain and retain employment through access to tailored training and work opportunities.

Communities Plus

Future Directions for Social Housing in NSW has established the biggest social housing building program of any state or territory across the country through the \$22 billion Communities Plus program, which is delivering up to 23,000 new and replacement social dwellings, 500 affordable dwellings and 40,000 private dwellings over 10 years.

Projects are being delivered in communities where social housing blends with private and affordable housing, with better access to employment, transport, community facilities and open spaces.

During 2018–19, Communities Plus achievements included:

- continuing progress in redeveloping the Ivanhoe Estate at Macquarie Park with the exhibition of the Masterplan State Significant Development Application, including Stage 1 of the redevelopment; the project will see the transformation of 259 social housing properties into a socially integrated neighbourhood of 3,000–3,500 properties, including up to 1,000 social and 128 affordable rental apartments along with community facilities, public space and retail shopping
- progressing the procurement process for the Telopea redevelopment, which will deliver new social, affordable and private homes in stages over the next 10–15 years, with plans for improved open spaces, a new community centre and a town centre near the light rail stop
- completing the options testing and public release of a preferred master plan for Waterloo, to be completed in stages over the next 15–20 years, adjacent to the new Metro station, delivering new social, affordable and private housing
- announcing a shortlist of proponents for the tender to redevelop the Redfern site – nominated as a State Significant Precinct – for new social, affordable and private housing within easy reach of key services; the site is the first example of Build-to-Rent housing
- progressing the procurement process to transform the Arncliffe site into a dynamic mixed community of social, affordable and private dwellings with retail shopping, community facilities and green spaces
- progressing the procurement process for the redevelopment of Kamira Court in Villawood, which will create a vibrant mixed community of new social, affordable and private houses in an emerging urban renewal area close to rail, schools and retail shopping.

Social and Affordable Housing Fund

The second tender for the Social and Affordable Housing Fund (SAHF) was completed in January 2019, with services deeds awarded to four successful bidders: Anglicare Community Services, Housing Plus, SGCH Portfolio Ltd and Uniting.

The SAHF 2 tender exceeded its target of 1,200 dwellings, taking the Social and Affordable Housing Fund program total to over 3,400 social and affordable dwellings to be delivered over the next three years. As of 30 June 2019, over 500 dwellings have been delivered across NSW and over 1,000 properties are under construction.

Improving the social housing experience

Throughout 2018–19, we sought to provide tenants with a better social housing experience by:

- transferring the management of over 9,200 social housing tenancies (representing six of nine packages) to the community housing sector as part of the Social Housing Management Transfer (SHMT) initiative, which seeks to improve social housing tenant outcomes; the balance of the transfer program will be finalised in the 2019–20 financial year
- supporting the Social Housing Community Improvement Fund (SHCIF) by awarding \$1.2 million in grants to local organisations to improve physical surrounds, facilities and amenities in social housing communities
- developing Place Plans with residents and local partners to identify shared priorities and solutions around liveability and community safety.

Increasing housing independence

During 2018–19, we supported social housing tenants to build their capabilities and to become more independent by:

- investing \$82 million for community housing providers to fund over 6,047 leasing subsidies for vulnerable individuals and families in the private rental market
- awarding 630 scholarships to young people in years 10–12 and in post-high-school study across NSW to remove financial barriers that prevent many from engaging in, continuing or completing their studies.

Aboriginal Housing Office (AHO)

The AHO is engaged in delivering more and better quality social housing for Aboriginal people, strengthening the Aboriginal Community Housing Sector and enhancing the lives of vulnerable Aboriginal people across NSW.

Strong Family, Strong Communities

During 2018–19, the AHO implemented Strong Families, Strong Communities, a 10-year strategy that uses housing as the foundation for supporting improvements in the health and wellbeing of Aboriginal families and communities. Achievements during 2018–19 included:

- constructing and delivering 31 new houses for Aboriginal people and families
- holding Listen & Yarn engagements in Dubbo, Tamworth, Moree, Nowra and Penrith with hundreds of Aboriginal families to discuss their housing needs and aspirations
- upgrading and renovating 250 Aboriginal community-owned homes and 432 AHO properties
- establishing the Aboriginal Social Housing Strategy Peak Reference Group to support co-design and collaboration with the Aboriginal service sector and housing peak organisations
- investing more than \$300,000 for the Community Housing Industry Association NSW to grow the Aboriginal community housing sector's capacity and capability to provide better services and to operate with better governance and asset and financial management
- investing more than \$50,000 to support emerging Aboriginal leaders and Aboriginal youth initiatives delivered by AbSec and CHIA (Community Housing Industry Association) NSW
- delivering \$454,000 in IT grants to 18 Aboriginal community housing providers and Local Aboriginal Land Councils to improve their service quality, web presence and bookkeeping

- investing \$440,000 funding for a sustaining Aboriginal tenancy project to support Aboriginal families whose tenancies are at risk
- granting \$478,000 to support five Aboriginal apprentices in housing-related trades, with the first apprenticeship being in timber frame and truss manufacturing
- evaluating Services Our Way to find out how families are benefiting and to identify areas for service improvement.

Tenant Support and Education Program (TSEP)

During 2018–19, the AHO provided \$750,000 under TSEP to support and educate vulnerable families. TSEP highlights during this time included:

- holding 10 Community Family Fun Days Events in remote communities, with 1,490 community members, 145 support services and 300 support service staff in attendance
- supporting Aboriginal housing tenants to sustain and improve their tenancies via case management, with 102 tenants supported and 96 per cent of these participants sustaining their tenancy since inception of TSEP in September 2014
- supporting more than 200 families onto the Housing Pathways register for social housing.

Services Our Way

During 2018–19, Services Our Way, a program providing culturally appropriate support to vulnerable Aboriginal people and families by connecting them to the services they need, assisted 250 vulnerable Aboriginal families. Other achievements included:

- completing the first full year with the AHO, consolidating the program's new remit of working with families with any vulnerability, not just disability
- spending \$1.1 million on supporting vulnerable Aboriginal families
- supporting increased school attendance for children of 128 families
- supporting 68 families to prevent eviction.

2.4 People with disability live independently



104,854

NDIS PARTICIPANTS supported with plans or receiving Early Childhood Early Intervention supports



295

ABILITY LINKERS in NSW

INCLUDING

74

ABORIGINAL IDENTIFIED LINKERS



NSW AGEING AND DISABILITY COMMISSIONER established



164

DISABILITY STAFF transferred to NGOs



95%

of all **DISABILITY SERVICES IN NSW** now delivered by non-government organisations



83

CLIENTS TRANSFERRED from government service provision to NGOs



15

SPECIALIST GROUP AND RESPITE HOMES transferred to the NGO sector



FULL TRANSFER of state-run accommodation and respite services to the NGO sector

2.4 People with disability live independently

NDIS

The NDIS in NSW continued to grow in 2018–19. At 30 June 2019, 109,095 people with disability in NSW had met access requirements to the NDIS, with 104,854 participants supported with plans or receiving Early Childhood Early Intervention (ECEI) supports, and 36 per cent receiving support for the first time.

This represents 73 per cent of the bilateral estimate met since the commencement of the NDIS transition in NSW from 1 July 2016 to 30 June 2019. The NDIS has the capacity to support 140,000 people with disability in NSW.

All previous NSW specialist disability clients have entered the NDIS, have been referred through the ECEI Gateway, or have been transitioned to alternative support arrangements.

Available NDIS funding for the 2018–19 period was estimated to be \$6.5 billion, with a \$3.2 billion contribution from NSW and \$3.3 billion from the Commonwealth. Of the \$12.7 billion that has been committed in NDIS participant plans, \$8.9 billion has been paid to date, with \$4.1 billion of this paid in 2018–19.

The satisfaction rating for NSW NDIS participants remained high across the year, with over 97 per cent of NSW participants rating their satisfaction with the NDIS planning process as either 'good' or 'very good' in the final quarter.

At 30 June 2019, there were 9,106 registered service providers, of which 4,015 were individual/sole trader operated businesses and 5,091 were companies or organisations.

The NDIS is expected to generate around 30,000 new jobs and up to \$7 billion for the NSW economy each year. This is in both supports and benefits for people with disability and their carers, including returning to work and other social and economic benefits.

Ability Links

Ability Links was launched by the NSW Government in 2013 to support the rollout of the NDIS by connecting people with disability, their families and carers to the community. It is a critical component of NSW's successful transition to the NDIS, with a focus on supporting people who are not eligible for individual funded supports under the NDIS.

Ability Links is delivered across NSW by 295 Ability Linker positions, 74 of these in Aboriginal-identified Linker roles, through various not-for-profit organisations, including 17 Aboriginal-controlled organisations.

Since the beginning of the program, Linkers have supported thousands of people with disability, their families and carers with over 196,000 occasions of service and an estimated 1,575,000 community connections to 30 June 2019.

FACS extended Ability Links funding throughout 2018–19 to manage gaps and risks in the first year of full scheme NDIS. It is expected that the community linkage function delivered by Linkers will be encompassed within the Information, Linkages and Capacity Building (ILC) Program funded under the NDIS.

Transitional Advocacy Funding Supplement

The NSW Government recognises the important role of advocacy organisations. In the 2018–19 budget the Government committed to providing additional funding of up to \$26 million for advocacy services until 2020.

The Transitional Advocacy Funding Supplement (TAFS) focuses on activities that support inclusion of people with disability in their communities. In 2018–19, TAFS funding of \$10,241,533 was provided to 39 organisations in NSW.

This funding is in addition to advocacy activities which may already be funded through NDIS participants' plans, NDIS Information, Linkages and Capacity Building funding, and the Commonwealth Government's National Disability Advocacy Program and Disability Representative Organisation program.

On 25 June 2019, the *Ageing and Disability Commissioner Act 2019* was assented to. Section 26 of the Act requires the Commissioner to deliver a report in relation to the funding arrangements for independent specialist advocacy, information and representative organisations for people with disability in NSW to NSW Parliament by 31 December 2019.

Review of the NSW Disability Inclusion Plan

The *NSW Disability Inclusion Act 2014* required the development of a NSW Disability Inclusion Plan (DIP). The NSW Disability Inclusion Plan Implementation Committee was established to help drive implementation of the plan.

During 2018–19, a review was conducted on the plan and it will be tabled in both Houses of Parliament later in 2019.

FACS played a central role in overseeing implementation of the NSW DIP and supporting state-level agencies to develop their Disability Inclusion Action Plans, while Local Government NSW was engaged to support implementation for councils.

NSW Disability Inclusion Plan Implementation Committee

The Disability Inclusion Plan Implementation Committee (DIPIC) is the lead NSW committee responsible for promoting inclusion for all people with disability across NSW.

This whole-of-government committee works with its community partners to strengthen collaboration and support the implementation of:

- the principles of the *NSW Disability Inclusion Act 2014* (the Act), and
- the NSW Disability Inclusion Plan (NSW DIP).

The DIPIC, coordinated and chaired by the Department of Communities and Justice, met quarterly throughout 2018–19.

NSW Disability Council

The Disability Council NSW, appointed under the *Disability Inclusion Act 2014*, was funded by FACS during 2018–19. The current priorities for the Council are driving improvements to employment for people with disability and providing advice on key issues affecting people with disability in NSW.

Establishment of the NSW Ageing and Disability Commissioner

On 15 December 2018, the Premier announced the appointment (from July 2019) of the state's first Ageing and Disability Commissioner, whose role is to better protect adults with disability and older people from abuse, neglect and exploitation in home and community settings.

FACS worked with the Department of Premier and Cabinet to draft a Bill to authorise the appointment of the Commissioner and to develop policies and procedures and set up the functions of the Office of the Commissioner, including the recruitment of key staff to support the Commissioner to meet his responsibilities under the Act.

The *Ageing and Disability Commissioner Act 2019*, which established the office of the Commissioner, was passed by Parliament on 20 June 2019 and came into force on 1 July 2019.

The role of the Commissioner was created in response to recommendations in several key reports, including the:

- NSW Law Reform Commission review of the *Guardianship Act 1987*
- the Ombudsman special report '*Abuse and neglect of vulnerable adults in NSW – the need for action*' (tabled in Parliament on 2 November 2018)
- the NSW Parliamentary Inquiry into Elder Abuse in New South Wales (2016), and
- the NSW Parliamentary Inquiry into the Implementation of the National Disability Insurance Scheme and the provision of disability services in NSW (2018).

Three public forums in Sydney and three regional forums (in Kempsey, Newcastle and Wagga Wagga) were held with peak disability and ageing advocates, service providers and the community to assist in determining how the Commissioner could best interact with the community. Participants included representatives of peak bodies, service providers, advocacy groups, community organisations and other groups.

The NSW Ministerial Advisory Council on Ageing, the NSW Carers Council and the Disability Council of NSW were also consulted regarding the establishment of the Commission.

In May 2019, a focus group for people with intellectual disability was facilitated by the Council on Intellectual Disability.

One-on-one consultations were also held in Kempsey, Newcastle and Wagga Wagga with local service providers and an online survey was available to the community and stakeholders during May and June 2019 and promoted through the stakeholder and community forums and established networks.

Supported living

The 2018–19 year saw the final transfer of state-run accommodation and respite services to the NGO sector. There are now no Department of Communities and Justice (formerly FACS) operated group homes, respite services or in-home support services in NSW.

Non-government organisations now deliver over 95 per cent of all disability services in NSW. The Department of Communities and Justice continues to operate Casuarina Grove and the Hunter Residences.

Hunter Residences

The NSW Government has committed to the redevelopment of all Large Residential Centres (LRCs) in NSW, including the last remaining LRCs in the Hunter region.

The Hunter Residences redevelopment program includes the redevelopment of three large residential centres – the Stockton Centre in Newcastle, the Kanangra Centre in Morisset, and Tomaree Lodge in Shoal Bay – and the relocation of their residents to new and more homelike accommodation in the community.

Sixty-nine new group homes are being built to provide community-based accommodation and support for approximately 300 people from the Hunter Residences in 2019–20.

The Home4Life consortium, comprising Compass Housing, BlueCHP and Lighthouse Infrastructure, has been selected to build and manage the homes. The Supported Independent Living service providers are New Horizons, Cerebral Palsy Alliance, The Disability Trust, Northcott and Westhaven. Construction of the first homes began in November 2018.

Many of our residents and families are excited about the prospect of moving out of the Hunter Residences and about being closer to each other and part of the local community. Residents started moving into their new homes from August 2019. Our highest priority is to ensure that residents make a safe and smooth transition to community living through a strong transition planning process.

Community safety

The NSW Government retains significant responsibilities for equitable and universal access to services for all citizens and for ensuring NSW is an inclusive community. The Community Safety Fund (CSF) provides for employment of specialist staff and continuity of services, and responds to funding and service gaps that could put individual welfare and/or the community at risk.

During 2018–19, the CSF guidelines and application process were established, and supports were provided to individuals with an intellectual disability, complex needs and history exiting custody to reintegrate and live successfully in the community and to ensure that appropriate safeguards are in place through accessing specialised assessment, service planning, NDIS funding or (in a small number of cases) direct CSF transitional funding.

FACS continued to drive the implementation of the NSW *Disability Inclusion Plan 2015–19* (for full details see Appendix 3.4.7 on page 89).

Restrictive practices authorisation in NSW

As part of the NSW Government's commitment to delivering the NDIS, FACS began implementing the NDIS Quality and Safeguarding Framework (the Framework) to work towards building a nationally consistent quality and safeguarding system. Under the Framework, the NSW Government retains responsibility for the authorisation of restrictive practices.

In July 2018, NSW introduced an interim approach to authorising restrictive practices. The interim approach started on 1 July 2018 with the full-scheme NDIS and will end on 30 June 2020. The NSW Government is currently determining how restrictive practices will be authorised from 1 July 2020.

To support the interim model, FACS implemented a restrictive practice authorisation policy and accompanying guidelines and established an online restrictive practices authorisation system, the first of its kind in NSW.

Continuous improvement in disability services

There is an ongoing effort to improve quality of support and services and to achieve better outcomes for people with disability living in specialist accommodation delivered by FACS by:

- continuing to implement the Good to Great Policy Framework, a suite of person-centred resources designed to increase the inclusion of people with disability in decisions that affect their lives and support people to maintain wellbeing
- minimising the number of critical incidents by engaging the workforce in improving the prevention, management and reporting of incidents
- implementing the Continuous Improvement Review Tool (CIRT), an evidenced-based tool that assesses compliance against safety and wellbeing indicators and assists frontline staff to complete and monitor the currency and quality of support plans; analysis of CIRT data demonstrates increased compliance with departmental policy, in that:
 - Specialist Supported Living Services (SSLS) improved by 29 per cent to 91 per cent as of July 2019, and
 - the Hunter Residences improved by 30 per cent to 89 per cent as at July 2019.

Part 3 Appendices



3.1 Our people

3.1.1 Human resources

This section provides data on the number of staff employed by the department of Family and Community Services during 2018–19, including staff from FACS, the NSW Land and Housing Corporation (LAHC) and the Aboriginal Housing Office (AHO), as well as commentary on our personnel policies and practices, and movement in wages.

As of June 2019, the FACS department had 9,696 highly skilled and dedicated staff, more than 63 per cent of whom are employed in frontline service delivery. The decrease in the number of staff since 2014 is primarily due to the transfer of the Home Care Service of NSW to Australian Unity and the transition of direct disability services to non-government organisations (NGOs) due to the National Disability Insurance Scheme (NDIS).

Policies and practices

Personnel

During 2018–19, FACS had comprehensive policies, procedures and other guidance materials which provided a framework for the appropriate management of employees and business risks. FACS continued to use the FACS Human Resource (HR) Policy Development Consultation Framework for both internal and external consultation of its HR policy-based initiatives.

As part of an ongoing policy consolidation effort, FACS progressively reviewed, updated and harmonised HR policies relating to operational human resources, recruitment and employment screening, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning.

Policy changes also incorporated any new legislative changes and Public Service Commission (PSC) requirements, including initiatives to promote flexible working and the Premier's Priorities, in order to enhance diversity in senior leadership.

Industrial relations

FACS conducted quarterly statewide Joint Consultative Committee meetings with the Public Service Association and the NSW Nurses and Midwives' Association, as well as engaging in regular consultation on key reform priorities.

Throughout 2018–19, industrial relations staff were actively involved in strategic planning, major reform projects, dispute prevention, industrial tribunal proceedings and monitoring of industrial relations issues.

Compliance with the *Government Sector Employment Act 2013*

The *Government Sector Employment Act 2013* (GSE Act) commenced on 24 February 2014. Its purpose is to enable the NSW public sector to improve its performance, flexibility and accountability and to enhance the quality of the services it delivers. Over 2018–19, FACS continued to implement and embed the provisions of the Act.

Workforce statistics

Table 1: Number of FACS cluster employees by employment category by year

	2015–16 ²	2016–17 ⁴	2017–18 ⁵	2018–19 ⁵
FACS (department)				
Ongoing	11,886	11,667	7,371	7,060
Temporary	1,662	1,505	1,396	1,667
Senior Executives ¹	138 ³	178 ³	145	137
Casual	1,648	1,022	259	208
Others	10	8	5	2
Aboriginal Housing Office				
Ongoing	53	66	63	75
Temporary	16	0	3	12
Senior Executives ¹	5	5	5	6
Casual	0	0	0	0
Others	0	0	0	0
Home Care Service of NSW				
Ongoing	49	0	0	0
Temporary	0	0	0	0
Senior Executives ¹	0	0	0	0
Casual	1	0	0	0
Others	0	0	0	0
NSW Land and Housing Corporation				
Ongoing	384	411	445	465
Temporary	23	25	22	26
Senior Executives ¹	23	43 ³	42	38
Casual	0	0	0	0
Others	0	1	0	0
Total	15,898	14,931	9,756	9,696

Source: FACS Workforce Profile Report 2016–17, 2017–18 and 2018-19, NSW Public Service Commission.

1. In accordance with the GSE Act, all Senior Executive employees are now subject to common Public Service Senior Executive (PSSE) employment contracts and are covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill a PSSE position and are not already a PSSE employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

2. Machinery of government changes at the commencement of 2015–16 resulted in the movement of the Office of Communities, the Advocate for Children and Young People and Multicultural NSW into the cluster and the transfer of Women NSW out of the cluster. Multicultural NSW data is not included in this table as it is presented in a separate annual report. In addition, the Home Care Service of NSW was transferred to Australian Unity on 19 February 2016.

3. The increase in the number of Senior Executive roles is a result of the conversion of award-based Senior Officers to PSSE employees on contract during the year and of increased resourcing for the Communities Plus program.

4. Machinery of government changes during 2016–17 resulted in the movement of Women NSW into the cluster.

5. The reduction in headcount from 2016–17 to 2018–19 reflects the transfer of direct disability services to the non-government sector and associated organisational changes as the NDIS was fully implemented.

Table 2: Number of FACS cluster frontline employees by key occupational group at workforce census period¹

Occupational group by headcount	2018–19
Allied Health Workers	79
Case Managers (Ageing, Disability, and Home Care)	4
Casework Managers (Community Services)	399
Casework Support Workers	148
Caseworkers (Community Services)	2,634 ²
Client Service Officers	1,235
Community Worker	52
Contact Workers (Community Services)	64
Customer Service Officers	336
Disability Support Workers	2
Nurses	583
Residential Centre Support Workers	177
Team Leader (Accommodation and Respite)	0
Other frontline employees	465
Total	6,178

Source: 2019 Workforce Profile, NSW Public Service Commission.

1. All frontline occupational group counts are made using NSW Government standard headcount. The headcount number is consistent with the methodology used for the NSW Public Sector reported through the annual workforce profile and required under the Annual Reports (Departments) Regulation 2010.

2. Please refer to the NSW Community Services Caseworker Dashboard to see full-time equivalent counts for caseworkers.

Senior Executive grades and remuneration

In this section, the definition of Senior Executive is in accordance with the GSE Act. Former Senior Executive Service (SES) and Senior Officers have transitioned to a four-band structure, with remuneration determined in accordance with the NSW Public Service Senior Executive Remuneration Management Framework. This definition significantly broadens the classification of Senior Executive by including Senior Officers and employees acting in a senior executive role or in a higher band at the end of the reporting year.

Over the period 2017–18 to 2018–19, FACS reduced the number of its Senior Executives and equivalent positions by approximately 13 per cent.

Table 3: Number of Public Service Senior Executives employed in each band

PSSE band	2016–17		2017–18		2018–19	
	Female	Male	Female	Male	Female	Male
1 (Director)	120	99	101	88	89	74
2 (Executive Director/Chief Executive)	33	13	24	16	23	14
3 (Deputy Secretary)	3	4	4	3	3	2
4 (Secretary)	0	1	0	1	0	1
Total	156	117	129	108	115	91

Source: 2019 Workforce Profile, NSW Public Service Commission.

Table 4: Average remuneration of Public Service Senior Executives employed in each band

PSSE band	2016–17	2017–18	2018–19	
	Average remuneration (\$)	Average remuneration (\$)	Average remuneration (\$)	Range (\$)
1 (Director)	179,723	199,466	207,267	\$187,919–\$267,985
2 (Executive Director/Chief Executive)	274,590	267,890	294,240	\$267,986–\$337,121
3 (Deputy Secretary)	347,150	373,768	409,403	\$337,123–\$475,125
4 (Secretary) ¹⁻³	576,582	588,883	604,050	\$475,151–\$548,950

Source: FACS Workforce Profile Report 2016–17, 2017–18 and 2018–19.

1. Secretary's remuneration also includes a recruitment and retention allowance of \$35,000 per annum.

2. Band 4 (Secretary) is eligible for additional remuneration of up to 12 per cent as determined by the Premier following an annual assessment of actual performance against agreed expectations set out in a performance agreement. The Secretary received a performance amount of \$49,963, paid in 2018–19 in respect of 2017–18.

3. The Secretary is the sole Band 4 Executive in FACS and his remuneration is subject to a special determination of the Statutory and Other Offices Remuneration Tribunal (SOORT). The 2018–19 Band 4 average remuneration consisted of the SOORT special determination and the allowance applicable to the Secretary.

Exceptional movement in wages, salaries and allowances

From the first pay period on or after 1 July 2018, FACS staff received an increase to their salaries of 2.5 per cent.

For the reporting period of 2018–19, Senior Executives' monetary remuneration and the value of employment benefits paid represented 6 per cent of FACS' salary-related expenses comparable with the previous year's figure of 5.4 per cent.

3.1.2 Workforce diversity

Table 1: Workforce diversity statistics

Equal Employment Opportunity group	Benchmark/target ¹	2016–17	2017–18	2018–19
Representation trend				
Aboriginal and Torres Strait Islander people	3.3%	4.7%	5.7%	6.0%
People whose first language spoken as a child was not English	23.2%	9.2%	7.8%	8.5%
People with disabilities	5.6%	2.6%	2.4%	2.6%
People with disabilities requiring work-related adjustment	n/a	1.0%	0.9%	1.0%
Distribution trend				
Women	100	101	94	94
Aboriginal and Torres Strait Islander people	100	102	101	101
People whose first language spoken as a child was not English	100	90	101	103
People with disabilities	100	105	103	102
People with disabilities requiring work-related adjustment	100	106	104	105

Source: NSW Public Service Commission Workforce Profile – Diversity Data 2019.

1. A distribution index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary levels than is the case for other staff.

Achievements in 2018–19

Aboriginal and Torres Strait Islander people

In 2018–19, FACS:

- offered 19 Aboriginal traineeships under an Aboriginal Traineeship program, with ongoing roles offered on successful completion of their traineeship
- engaged six university-level students in an internship program through a partnership with Career Trackers, with ongoing roles offered on successful completion of the program
- continued to conduct targeted recruitment campaigns for child protection and social housing roles, including Aboriginal caseworker and casework support worker roles
- used a range of targeted advertising strategies, including Aboriginal-specific media, and social media to promote FACS as an attractive and inclusive employer
- offered two placements under the Public Service Commission Aboriginal Employment and Development Program
- completed an evaluation of the FACS Aboriginal Employment Strategy 2016–2018
- continued to contribute to the Premier's Priorities to improve the representation of Aboriginal people in leadership roles
- monitored progress towards Aboriginal employment targets in the FACS Inclusion Strategy
- monitored employee engagement scores for Aboriginal employees through the People Matter Engagement Survey
- delivered Aboriginal Cultural Capability Training (in partnership with the NSW Aboriginal Education Consultative Group), localised to each district, with three day face-to-face training for frontline staff, and a two day course for central office staff:
 - the program is funded until June 2022 as mandatory training for all FACS staff
 - 777 staff completed the training between June 2018, when the roll out of the program commenced, and June 2019
 - the Aboriginal cultural capability, *Connecting with Aboriginal Communities*, is a critical foundation to help every staff member take a step to become more culturally capable in engaging with Aboriginal families
 - the program connects participants with local Aboriginal elders and community organisations so that they can work together to develop critical relationships that aim to deliver much better outcomes for Aboriginal families
 - during 2018–19, training was rolled out for central office staff and three districts.

People with disability

In 2018–19, FACS:

- worked with the Australian Network on Disability (AND) to offer 13 internship opportunities to university students with disability under the Stepping Into Internship program, which provides university students with disability an opportunity to gain paid work experience in the corporate environment
- maintained its status as a Disability Confident Recruiter through the AND
- worked in partnership with AND to develop and launch a tailored Disability Confidence for Managers program and a Disability Confidence for Employees e-learn training program for our employees, with both programs being launched in May 2019
- partnered with the National Disability Recruitment Coordinator to promote FACS roles to people with disability
- participated in AND Access & Inclusion Index (with FACS being placed fifth out of 23 participating agencies (including private sector agencies); the Evaluation and Benchmark report is being used to actively progress accessibility and inclusiveness in the areas of Workplace Adjustments, Products & Services, ICT, Career Development and Suppliers and Partners
- continued implement actions under the Disability Inclusion Action Plan (DIAP) 2015–19, which contains employment initiatives to recruit, retain, develop and better support people with disability
- significantly increased Disability Employee Network (DEN) representation to 120 members including; DEN is driven by an active Chair, in partnership with our Executive Disability Champion and the Inclusion and Diversity Team

- monitored progress against disability employment targets in the FACS Inclusion Strategy
- monitored employee engagement scores for employees with disability through the People Matter Engagement Survey.

Women

In 2018–19, FACS:

- achieved and exceeded the Premier's Priority to increase women in leadership, with 56 per cent representation¹
- revised our approach to flexible work by implementing workplace pilots aligned to the Premier's 'if not why not?' approach
- sponsored five women to participate in the Public Sector Women in Leadership NSW Summit and four aspiring female leaders to attend the Indigenous Women's Summit
- implemented an internal leadership program to develop individual self-awareness of strengths, operating style, use of authenticity and brand, with 37 female leaders graduating from this program
- sponsored a total of nine female executives to participate in a range of programs provided by the Public Service Commission (PSC) including Executive Leadership Essentials, the Executive Fellows Program, the Executive Master of Public Administration and Leading Executives
- supported five women to develop their capability in strategic thinking, innovation and problem solving by participating in the Delivering Business Results PSC program, and supported one female manager to complete the Leading Managers PSC program
- sponsored 27 mid-level female managers to participate in the Public Sector Management Program, a post-graduate course delivered by Queensland University of Technology
- joined the Public Service Commission led Male Champions of Change Program, which aims to accelerate the Premier's priority to achieve a 50:50 ratio of men and women across the public sector, including in leadership roles
- monitored improvement in employee engagement scores for female employees through the People Matter Engagement Survey (PMES), with results showing that employee engagement scores for women were at 66 per cent, an increase of 3 per cent from 2018 scores.²

Culturally and linguistically diverse (CALD)

In 2018–19, FACS:

- launched a new Multicultural Competence learning program (in May 2019), helping employees to better understand and respond to culturally diverse clients and work more inclusively with colleagues, with 109 employees having participated in the course to date
- provided learning opportunities to 605 caseworkers and caseworker support workers across child protection on culturally reflective practice as an approach to working with families and developing culturally appropriate strategies to work with diverse communities
- employed Multicultural Caseworkers from different cultural backgrounds, speaking 22 different languages - these specialists are available to provide secondary casework support to other caseworkers and provide cultural consultation to support CALD communities as well as refugee and newly arrived communities
- conducted targeted campaigns to attract CALD candidates to multicultural child protection and social housing roles
- monitored improvement in employee engagement scores for CALD employees through the People Matter Engagement Survey. 2019 PMES employee engagement scores for CALD employees were 71 per cent, an increase of 3 per cent from 2018.³

¹ NSW Public Service Commission Workforce Profile 2019 - Diversity Data.

² NSW People Matter Employee Survey 2019

³ Ibid

Aspirations for 2019–20

Aboriginal and Torres Strait Islander people

In 2019–20, the Department of Communities and Justice (DCJ) will:

- Aboriginal Cultural Capability training will continue to be rolled out to progressively cover all seven districts
- 670 additional Aboriginal Cultural Capability training places (made available due to LAHC and AHO moving into another cluster) will be allocated amongst DCJ: 200 for Youth Justice, 200 for Corrective Services, 200 for Courts and Tribunals and 70 for the Aboriginal policy and strategy team
- continue to offer Aboriginal traineeships
- offer ongoing roles to Aboriginal Traineeship participants on successful completion of their traineeship
- continue to offer ongoing internship placements to existing university students through the Career Tracker program, and offer ongoing positions on graduation and successful completion of the program
- continue to participate in the PSC's Aboriginal Employment and Development Program
- refine the support and development provided to Aboriginal employees in the first 12 months of their employment including induction, mentoring and leadership opportunities
- continue to monitor employee engagement for Aboriginal employees through the PMES
- continue to monitor progress against Aboriginal employment targets in our Inclusion Strategy.

People with disability

In 2019–20, DCJ will:

- review and re-launch the Workplace Adjustment Policy and Procedure in partnership with our Disability Employee Network (DEN) representatives
- develop and implement a Workplace Adjustment Passport to enable adjustments for our employees with disability to move with them when they change roles
- continue to offer Stepping Into Internship opportunities to university students with disability in partnership with the Australian Network on Disability (AND)
- participate in the 2020 AND Access & Inclusion Index to continue reviewing current maturity levels for access and inclusion across the agency
- continue to monitor employee engagement for employees with disability through the PMES, with results showing an increase in scores 58 per cent to 62 per cent in 2019⁴
- monitor progress against disability employment targets in our Inclusion Strategy.

⁴ ibid

Women

In 2019–20, DCJ will continue to:

- implement flexible work initiatives under the Premier’s ‘if not why not?’ approach
- provide opportunities for women to participate in programs to strengthen their leadership capabilities and opportunities
- participate in the Male Champions of Change Program to progress gender equality in all parts of our organisation and at all levels
- monitor employee engagement for women through the PMES
- monitor progress against the Premier’s Priority target relating to women in leadership roles.

Culturally and Linguistically Diverse (CALD)

In 2019–20, DCJ will continue to:

- attract CALD candidates through the use of targeted advertising to promote multicultural child protection and social housing roles
- monitor employee engagement for CALD employees through the PMES with employee engagement scores for employees from CALD background increased from 68 per cent in 2018 to 71 per cent in 2019⁵
- support the rollout of the Multicultural Competence learning program.

⁵ ibid

3.1.3 Work health and safety

Work health and safety performance

- In 2018–19, the total FACS cluster psychological claims represented 37 per cent of all claims costing 66 per cent of total net for the period.
- The cost of claims of \$7,128,675 in 2018–19 marks a decrease of 14.6 per cent from the 2017–18 result of \$8,538,960.
- Of the claims reported in 2018–19 for FACS (department), the most prevalent mechanisms were work pressure (22 per cent), body stressing and bullying/harassment (both 17.5 per cent) and slips/trips/falls (16 per cent). Average cost per workers compensation claim has increased from the previous financial year but total net incurred cost has remained stable due to a reduction in claim numbers.

Table 1: Number of workers compensation claims, costs incurred and average cost at each year¹

	2015–16	2016–17	2017–18	2018–19
FACS (department)²				
Total claims	207	202	228	181
Total cost incurred (\$)	5,609,402	5,139,266	5,364,713 ³	5,520,913
Average cost per claim (\$)	27,098	25,441	23,529 ⁴	30,502
Aboriginal Housing Office				
Total claims	1	2	1	1
Total cost incurred (\$)	6,465	38,736	50,165	3,284
Average cost per claim (\$)	6,465	19,368	50,165	3,284
Ageing, Disability and Home Care				
Total claims	555	394	264	86
Total cost incurred (\$)	9,783,074	5,901,196	3,121,480	1,470,156
Average cost per claim (\$)	17,627	14,977	11,832	17,095
Land and Housing Corporation				
Total claims	6	6	2	5
Total cost incurred (\$)	120,782	24,239	2,602	299,702
Average cost per claim (\$)	20,130	4,040	1,301	59,940
Total FACS cluster				
Total claims	769	604	495	273
Total cost incurred (\$)	15,519,723	11,103,437	8,538,960	7,294,055
Average cost per claim (\$)	20,182	18,383	17,250	26,718

Source: NSW Self Insurance Corporation Data Warehouse and iCare Portal.

1. Excludes incident-only claims. Claim numbers reflect those reported within the financial year where a financial cost was incurred. Number and cost of claims are at 30 June of the respective financial year end (e.g. 2017–18 at 30 June 2018). Data from 2015 to 2017 excludes common law claims and uses a different methodology than previous years. During 2015–16 the Home Care Service of NSW transitioned from FACS during the reporting period. During 2017–18, responsibility for Disability and Ageing transitioned from FACS during the reporting period.

2. The data reported for the FACS department in the reporting years 2014–15 and 2015–16 has been adjusted to reflect the new method for calculating injury management information, which has varied in line with data reporting changes in source data provided by iCare.

3. Claims costs across the Treasury Managed Fund Scheme have risen as a result of increases in average weekly payments, claims expenses, and medical and treatment services, though average cost per claim has decreased.

4. Average cost per claim is calculated as the total paid in that financial year and does not include all costs paid per claim. As claims are in differing stages of maturity, it is not the final average cost per claim.

Notifiable incidents

There were no formal notifiable incidents within the reporting period. There were five Improvement Notices issued by SafeWork NSW.

No penalty notices or enforceable undertakings were required to address the notices.

Challenges and future directions

FACS was a key contributor to the NSW Government Work Health and Safety Sector Plan, developed to meet the NSW Government commitment to significantly reduce fatalities; serious injuries and illnesses, and serious musculoskeletal injuries and illnesses by 2022.

DCJ maintains commitment to the implementation of the SafeWork NSW *Work Health and Safety Roadmap for NSW 2022* and The Mental Health Commission of NSW's *Living Well: A Strategic Plan for Mental Health in NSW 2014–2024*.

The Wellbeing Strategy 2018–2021 was implemented to deliver evidenced-based interventions to support a culture of wellbeing. The Wellbeing Strategy sets out the leadership team's commitment to create and embed a culture of wellbeing, the work we will do to promote and support the goal of a healthy and safe workplace, and how we will build on our commitment to wellbeing in the FACS Strategic Plan.

3.1.4 Membership of boards for FACS statutory bodies

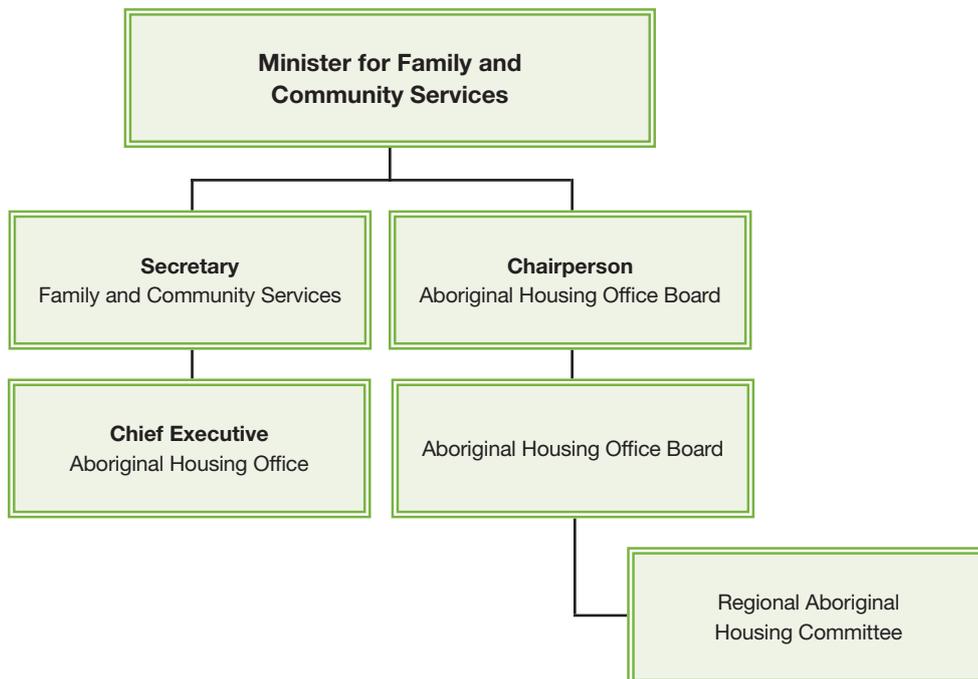
Aboriginal Housing Office Board

The Aboriginal Housing Office (AHO) Board was appointed by the Minister for Family and Community Services. The primary role of the Board is to advise the Minister on policies and strategic direction.

The Board usually meets bi-monthly, at various locations across the state. The Board was comprised of nine members during 2018–19, including the Aboriginal Housing Office Chief Executive as an ex-officio member. The Board's goal is, with the help of the Regional Aboriginal Housing Committees (RAHCs) and the AHO, to maximise opportunities for Aboriginal participation in policy development and program delivery.

The Board's responsibilities include:

- providing advice to government about adequate housing
- advocating on strategic housing-related matters on behalf of the Aboriginal community of NSW
- providing strategic direction for sustainable, quality housing for Aboriginal people in NSW
- developing strategic alliances with key stakeholders, in particular the Aboriginal community and government and non-government agencies
- reviewing the AHO's performance against strategic plans and directions
- developing and upholding a culturally appropriate, professional and mutually respectful working relationship among the Board, the executive and the staff of the AHO and FACS
- developing and upholding a professional and mutually respectful AHO governance model embracing the roles and responsibilities of RAHCs.



Board members

All board members were appointed to the Board by the Minister for Family and Community Services. An appointed member holds office for such period (not exceeding four years) as is specified in the member's instrument of appointment, but is eligible (if otherwise qualified) for re-appointment.

Name	Board membership	Qualifications	Term	Frequency of meetings	Attendance at meetings
Robynne Quiggin	Board Chair	Bachelor of Laws, BA	22 August 2017 – 21 August 2021	Bi-monthly (6 meetings a year)	6
Natalie Ducki	Board member	Bachelor of Economics, Registered CPA	2 August 2017 – 23 August 2018	Bi-monthly (6 meetings a year)	0
Damien Bidjara-Barnes	Board member	Bachelor of Laws, Bachelor of Civil Engineering, Master of Business Administration	22 June 2017 – 21 July 2021	Bi-monthly (6 meetings a year)	3
Neva Collings	Board member	Bachelor of Laws, Bachelor of Economics, Master of Laws	22 June 2017 – 21 June 2021	Bi-monthly (6 meetings a year)	5
Suzanne Ingram	Board member	Bachelor of Communications, Postgraduate Certificate in Health Research	22 May 2018 – 21 May 2020	Bi-monthly (6 meetings a year)	3
Craig Kerlake	Board member	Bachelor of Architecture	2 August 2017 – 1 August 2021	Bi-monthly (6 meetings a year)	5
Beverley Manton	Board member	N/A	22 June 2017 – 21 June 2020	Bi-monthly (6 meetings a year)	6
Mayrah Sonter	Board member	Bachelor of Communications (Public Communications), Master of Arts (Journalism)	22 June 2017 – 21 July 2021	Bi-monthly (6 meetings a year)	5
Craig Taylor	Board member	Bachelor of Arts (Humanities), Bachelor of Social Work, Diploma of Education K-12, Diploma in Government Services	22 June 2017 – 21 June 2020	Bi-monthly (6 meetings a year)	4

NSW Land and Housing Corporation

The NSW Land and Housing Corporation did not have any board structures in place in the financial year ended 30 June 2019.

3.2 Legal and risk

3.2.1 Legislation administered

Principal Acts administered by the Department

The following Acts were administered on behalf of our Ministers for the 2018–19 financial year:

As at 1 July 2018:

Minister for Family and Community Services

- *Aboriginal Housing Act 1998*, jointly with the Minister for Social Housing
- *Adoption Act 2000*
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Social Housing
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Ageing and the Minister for Disability Services
- *Community Welfare Act 1987*, jointly with the Minister for Disability Services (except, in parts, the Minister for Emergency Services)
- *Housing Act 2001*, jointly with the Minister for Social Housing

Minister for Social Housing

- *Aboriginal Housing Act 1998*, jointly with the Minister for Family and Community Services
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Family and Community Services
- *Housing Act 2001*, jointly with the Minister for Family and Community Services
- *Residential Tenancies Act 2010*, jointly with the Minister for Innovation and Better Regulation

Minister for Ageing

- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Disability Services

Minister for Disability Services

- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2 (Parts 1 and 5 and Part 1 of Schedule 2 jointly with the Minister for Innovation and Better Regulation)
- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Ageing
- *Community Welfare Act 1987*, jointly with the Minister for Family and Community Services (except, in parts, the Minister for Emergency Services)
- *Disability Inclusion Act 2014*
- *National Disability Insurance Scheme (NSW Enabling) Act 2013*
- *National Disability Insurance Scheme (Worker Checks) Act 2018*

Minister for Multiculturalism

- *Advocate for Children and Young People Act 2014*
- *Multicultural NSW Act 2000*, jointly with the Premier

From 1 May 2019:

Administrative order changes to Ministerial portfolios and the allocation of Acts following the March 2019 State election resulted in changes to cluster agencies and the legislative portfolio of responsible Ministers, as follows:

Minister for Families, Communities and Disability Services

The portfolios of the Minister for Family and Community Services and the Minister for Disability Services were combined and all legislation that was previously the responsibility of these Ministers is, from 1 May 2019, the responsibility of the new Minister for Families, Communities and Disability Services. Additionally, the new Minister for Families, Communities and Disability Services now administers the following legislation:

- *Advocate for Children and Young People Act 2014*, jointly with the Minister for Mental Health, Regional Youth and Women
- *Child Welfare (Commonwealth Agreement Ratification) Act 1941*
- *Child Welfare (Commonwealth Agreement Ratification) Act 1962*
- *Children (Community Service Orders) Act 1987*
- *Children (Detention Centres) Act 1987*
- *Children (Interstate Transfer of Offenders) Act 1988*
- *Residential Tenancies Act 2010* (Part 7, jointly with the Minister for Water, Property and Housing and Minister for Better Regulation and Innovation; remainder solely Minister for Better Regulation and Innovation)
- *Young Offenders Act 1997* (sections 49, 60 and 61 and Schedule I, remainder Attorney General, Minister for the Prevention of Domestic Violence)

There is no longer a Minister for Social Housing and housing-related legislation. Responsibility previously held jointly by the Minister for Family and Community Services and the Minister for Social Housing is now jointly held by the Minister for Families, Communities and Disability Services and the Minister for Water, Property and Housing, namely:

- *Aboriginal Housing Act 1998*
- *Community Housing Providers (Adoption of National Law) Act 2012*
- *Housing Act 2001*

Minister for Sport, Multiculturalism, Seniors and Veterans

Legislation that was previously the responsibility of the Minister for Ageing is now the responsibility of the new Minister for Sport, Multiculturalism, Seniors and Veterans:

- *Multicultural NSW Act 2000*, jointly with the Premier
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Families, Communities and Disability Services

The Minister for Sport, Multiculturalism, Seniors and Veterans also has responsibility for:

- *Anzac Memorial (Building) Act 1923*
- *Combat Sports Act 2013*
- *Crown Land Management Act 2016*, in so far as it relates to the Crown land known as Parramatta Park, Wollongong Sportsground, Newcastle International Sports Centre and Newcastle Showground
- *Discharged Servicemen's Badges Act 1964*
- *Institute of Sport Act 1995*
- *Motor Vehicle Sports (Public Safety) Act 1985*
- *RSL NSW Act 2018*
- *Sporting Bodies' Loans Guarantee Act 1977*
- *Sporting Venues Authorities Act 2008*
- *Sydney Cricket and Sports Ground Act 1978*

Minister for Mental Health, Regional Youth and Women

The new Minister for Mental Health, Regional Youth and Women jointly administers the *Advocate for Children and Young People Act 2014* with the Minister for Families, Communities and Disability Services.

3.2.2 Legislation changes in 2018–19

Changes in Acts and subordinate legislation

Aboriginal Housing Act 1998

Section 36 of the *Aboriginal Housing Act 1998* was amended by the *Government Sector Finance Legislation (Repeal and Amendment) Act 2018*, making necessary updates to financial arrangements due to the repeal and replacement of parts of the *Public Finance and Audit Act 1983* by the *Government Sector Finance Act 2018*.

Adoption Act 2000

The *Adoption Act 2000* was amended by the *Children and Young Persons (Care and Protection) Amendment Act 2018* to enable the Supreme Court to make an order dispensing with the requirement for the consent of parents or persons with parental responsibility for a child to the child's adoption where the application is made by the child's guardian. The Court may do so if it is satisfied that the child has established a stable relationship with the guardians and that the adoption will promote the child's welfare and is in the best interests of the child.

Boarding Houses Act 2012

The *Boarding Houses Act 2012* was amended by the *Fair Trading Legislation Amendment (Reform) Act 2018* to provide for electronic service of documents, including email, and to simplify the provisions relating to the service of documents.

Child Protection (Working with Children) Act 2012

The *Child Protection (Working with Children) Act 2012* was amended by the *Child Protection (Working with Children) Amendment (Miscellaneous) Regulation 2018* to insert additional assessment requirement triggers and disqualifying offences for working with children check clearances. The amendments implemented recommendations from the final report of the Royal Commission into Institutional Responses to Child Sexual Abuse and the 2017 statutory review report of the *Child Protection (Working with Children) Act 2012*.

The *Child Protection (Working with Children) Act 2012* was also amended by the *National Disability Insurance Scheme (Worker Checks) Act 2018* to align clearance periods granted under each Act and to provide for information sharing between the Children's Guardian and the National Disability Insurance Scheme Screening Agency.

Children and Young Persons (Care and Protection) Act 1998

The *Children and Young Persons (Care and Protection) Act 1998* was amended by the *Children and Young Persons (Care and Protection) Amendment Act 2018* to support broader Government reforms and initiatives to improve safety, permanency and wellbeing outcomes for vulnerable children and families. The amendments addressed, in part, the proposals contained in the discussion paper *Shaping a Better Child Protection System*, released by FACS in October 2017, and other matters arising during the course of consultation. The changes facilitate family preservation and restoration by requiring alternative dispute resolution processes to be offered to a family prior to care orders being sought from the Children's Court, and extending the obligation of government agencies and non-government organisations to provide prioritised access to services to children and young persons who are at risk of significant harm.

Housing Act 2001

The *Housing Act 2001* was amended by the *Residential Tenancies Amendment (Social Housing) Act 2018* to allow approved community housing providers to terminate the lease of a public housing tenant who is a registrable person (within the meaning of the *Child Protection (Offenders Registration) Act 2000*), subject to the approval of the Secretary. The community housing provider must find alternative accommodation for any tenant whose lease is terminated under these provisions. The amendments also updated the fraud provisions and expanded the powers of the Secretary to investigate and prosecute fraud committed against the Land and Housing Corporation or the Department.

The Act was also amended by the *Government Sector Finance Legislation (Repeal and Amendment) Act 2018* to make necessary updates to financial arrangements due to the repeal and replacement of parts of the *Public Finance and Audit Act 1983* by the *Government Sector Finance Act 2018*.

National Disability Insurance Scheme (Worker Checks) Act 2018

The *National Disability Insurance Scheme (Worker Checks) Act 2018* commenced on 28 November 2018, establishing nationally consistent worker screening arrangements for the screening of workers who provide services to people with disability in NSW under the National Disability Insurance Scheme.

Residential Tenancies Act 2010

The *Residential Tenancies Act 2010* was amended by the *Residential Tenancies Amendment (Social Housing) Act 2018* to enable the NSW Land and Housing Corporation and the Aboriginal Housing Office to require a tenant to pay a rental bond at any time after a residential tenancy agreement has commenced (if a bond was not paid at the beginning of the agreement), in line with guidelines approved by the Minister. The amendments also provide that National Civil and Administrative Tribunal (NCAT) must make an order terminating a social housing tenancy agreement where the landlord is the NSW Land and Housing Corporation if the tenant has been found guilty of fraud under the *Housing Act 2001*.

The *Residential Tenancies Act 2010* was also amended by the *Residential Tenancies Amendment (Review) Act 2018*, to give effect to recommendations of the 2016 statutory review of the Act and to address other matters, including providing greater protections for victims of domestic violence.

National Disability Insurance Scheme (NSW Enabling) Act 2013

The *National Disability Insurance Scheme (NSW Enabling) Act 2013* was amended by the *Government Sector Finance Legislation (Repeal and Amendment) Act 2018*, making necessary updates to financial arrangements due to the repeal and replacement of parts of the *Public Finance and Audit Act 1983* by the *Government Sector Finance Act 2018*.

Ageing and Disability Commissioner Act 2019

The *Ageing and Disability Commissioner Act 2019* established the office of Ageing and Disability Commissioner, whose role is to protect and promote the rights of adults with disability and older adults and deal with allegations of abuse, neglect or exploitation of those adults. The Act also establishes the Ageing and Disability Advisory Board and transfers the administration of the Official Community Visitor program, to the extent that it relates to visits to accommodation provided to adults with disability and certain boarding houses, from the Ombudsman to the Ageing and Disability Commissioner. The Act was assented to on 25 June 2019 and commenced 1 July 2019.

Amendments to Regulations in 2018–19

Children and Young Persons (Care and Protection) Regulation 2012

The *Children and Young Persons (Care and Protection) Regulation 2012* was amended by the *Children and Young Persons (Care and Protection) Amendment (Prescribed Bodies) Regulation 2019* to prescribe registered community housing providers for the purposes of exchanging information relating to the safety, welfare and wellbeing of children and young persons with other prescribed bodies under Chapter 16A of the *Children and Young Persons (Care and Protection) Act 1998*.

Community Housing Providers (Adoption of National Law) Regulation 2018

The *Community Housing Providers (Adoption of National Law) Regulation 2018* was made to prescribe the Aboriginal Housing Office as a housing agency for the purposes of the *Community Housing Providers (Adoption of National Law) Act 2012* to enable it to enter into agreements and provide assistance to community housing providers.

Residential Tenancies Regulation 2010

The *Residential Tenancies Regulation 2010* was amended by the *Residential Tenancies Amendment (Social Housing) Act 2018* to enable the NSW Land and Housing Corporation and the Aboriginal Housing Office to collect rental bonds from tenants without having to use the online rental bond service established by the Commissioner for Fair Trading.

The *Residential Tenancies Regulation 2010* was also amended by the *Residential Tenancies Amendment (Circumstances of Domestic Violence) Regulation 2018* to support amendments to the *Residential Tenancies Act 2010* relating to the termination of a residential tenancy agreement in circumstances of domestic violence. The Regulation amended the standard tenancy agreement and prescribed the form to be used by medical practitioners when making a declaration that a person is a victim of domestic violence.

Ageing and Disability Commissioner Regulation 2019

The *Ageing and Disability Commissioner Regulation 2019* was made to support the exchange of information between the Commissioner and relevant Commonwealth bodies involved in overseeing aged care and disability services. The Regulation also formally includes registered National Disability Insurance Scheme accommodation service providers as visitable services by Official Community Visitors and supports other transitional and operational matters.

Significant judicial decisions in 2018–19

Re: Chloe [2018] FamCA 1006

On 21 November 2018, the Family Court of Australia found that a child under the parental responsibility of the Minister can authorise their own Stage 2 treatment for gender dysphoria without the Court's authorisation. Justice Rees held that an application to the Court for authorisation of the treatment will not be necessary providing that the treating practitioners agree the child is capable of giving informed consent, the treatment is therapeutic, and there is no controversy such as disagreement between the parties.

DFaCS & the Steward Children [2019] NSWChC 1

On 13 March 2019, the Children's Court of NSW made the first published decision considering the new test of what is a realistic possibility of a child being restored to their parents within a reasonable period. This test was introduced as part of the reforms to the *Children and Young Persons (Care and Protection) Act 1998* commencing on 4 February 2019.

Justice Johnstone held that the words 'within a reasonable period' require evidence that a parent has already commenced a process of improving his or her parenting and has made some significant progress which enables a confident assessment to be made that continuing success might be predicted.

EC v Secretary, NSW Department of Family and Community Services [2019] NSWSC 226

On 8 March 2019, the Supreme Court of NSW upheld a decision of the President of the Children's Court to allow Barnados to join proceedings where orders were sought to rescind care orders and restore the subject children to their parents. Justice Sackar found that Barnados, which had long-term case management responsibility for the children, was 'a relevant person' under section 98 of the *Children and Young Persons (Care and Protection) Act 1998* and had a genuine concern for the safety, welfare and wellbeing of the children. This derived from their capacity as a designated agency providing out-of-home care under the Act.

In deciding whether to grant leave to a party to join proceedings, His Honour applied a three-part test involving both a subjective and objective assessment of 'genuine concern' as well as an assessment of whether granting leave to join the proceedings would be in the best interests of the children. Arguments by the Applicant that the term 'person' in the Act should be read down to mean only a natural person, not a corporation, were rejected.

Helen Fischer & Anor v Ashley Thompson and Others (Anonymised) [2019] NSWSC 773

Section 34 of the *Adoption Act 2000* requires, among other things, that the Secretary must make reasonable inquiries as to whether a child to be placed for adoption is an Aboriginal child. On 27 June 2019, the Supreme Court of NSW held that for the purpose of making 'reasonable inquiries' as to the Aboriginal heritage of a child, the expression 'to be placed for adoption' means that adoption for the child is an aim or purpose or intention and that it is a real possibility and not merely a theoretical exercise.

Justice Sackar also considered what constitutes 'reasonable inquiries' as to whether a child is Aboriginal and held that, at the very least, the Secretary or relevant Principal Officer must be proactive and raise the issue of Aboriginality. This entails asking questions or simply asking a relevant person to answer some very direct written questions.

3.2.3 Risk management and insurance

Risk management activities

FACS maintains several management disciplines to comply with the NSW Treasury Policy on Internal Audit and Risk Management in the NSW Public Sector (TPP15-03). The following management disciplines are complementary and constitute the foundation of FACS' resilience.

Enterprise Risk Management (ERM)

FACS' ERM aims to reduce risks of failure and maximise the chance of achieving organisational strategy and objectives. FACS has adopted a systematic approach to identifying, quantifying and controlling risks, with the purpose of integrating risk management with business operations.

The ERM does not eliminate risk but does reduce it to an acceptable level. As such, risk mitigation actions in risk registers must be included in business plans wherever possible.

The intent is for risk reporting to be integrated with business planning, with performance tracking occurring in one place, and with planned activities and budgets to be prioritised based on risk. Wherever possible, business planning templates are pre-populated from risk registers.

Business Continuity Management (BCM)

BCM is a component of risk management that enables FACS to minimise disruptive risks against its objectives.

BCM is a continuous improvement management process that builds FACS' capabilities to reduce the impact of a disruption and enables the organisation to better allocate resources and strengthen its processes. FACS' BCM process involves a Business Impact Analysis (BIA) that will determine the Business Continuity Plan (BCP) requirements and mitigation actions for any risk and threat identified. FACS' BCM requires conducting a BIA and maintaining and testing the BCP every 12 months. The integration of the BCM into business planning is essential to maximising the chance of continuing critical operations regardless of the nature of disruption.

Fraud control and corruption prevention

The Fraud, Corruption and Compliance Unit provides advice as needed in response to queries concerning conflicts of interest, gifts, benefits and bequests, and secondary employment and private work.

A review of all policies, procedures, guidelines and registers for several business ethics-related programs commenced during 2018–19 and will be finalised in the next financial period, resulting in the development of integrated programs for the new Department of Communities and Justice.

A fraud and corruption data mining program has been initiated in the OneSAP environment. The program aims to target and actively detect potential corruption and fraud risks through the continuous interrogation and analysis of various key data maintained by FACS (examples include vendor master files, accounts payable, SAP HR systems, employee master files, payroll, credit cards).

The Land and Housing Corporation (LAHC) has developed and implemented a Fraud and Corruption Framework that aligns to Treasury Circular TC18-02 NSW Fraud and Corruption Control Policy. An internal audit on fraud and corruption was undertaken in 2018–19 to provide additional assurance of LAHC's key fraud and corruption prevention strategies and controls.

Compliance and governance support

The FACS Fraud, Corruption and Compliance Unit administers/coordinates the following:

- implementation of a FACS cluster-wide legislative and administrative compliance program to report on and monitor compliance, with external obligations to meet the requirements of Treasury Policy Paper 15-03
- declarations of FACS cluster-wide senior executive and nominated non-senior executive private interests to meet the centralised oversight requirements of the Public Service Commissioner Circular 2015-08.

Internal audit

FACS maintains an Internal Audit function in accordance with Treasury Policy Paper 15-03, and is governed by a Charter that is approved by the Secretary.

Internal Audit is headed by the Chief Audit Executive, who reports functionally to the Risk and Audit Committee (RAC). Internal Audit operates in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Internal Audit function provides independent and objective review and advisory services designed to improve the department's operations, risk management, controls and governance processes. It provides assurance to the Secretary and the RAC that the department's financial and operational controls are operating in an efficient, effective and ethical manner.

During 2018–19, Internal Audit undertook various audits of FACS business areas (including the AHO) in accordance with the Internal Audit Plan (endorsed by the RAC and approved by the FACS executive) and other management-requested reviews.

Internal Audit uses a co-sourced delivery model in which it provides and manages internal audit services through a combination of in-house resources and external service providers.

Audit and risk committees

FACS (department)

FACS has an independent Risk and Audit Committee (RAC). A Ministerial determination was granted by the Minister for the AHO to share its audit and risk functions with FACS including sharing the RAC.

As part of its compliance with the Treasury Policy Paper 15-03 Internal Audit and Risk Management Policy for the NSW public sector (TPP15-03), the RAC continued its advisory role in assisting the FACS Secretary with relevant and timely advice on the Department's governance, risk and control activities in addition to external accountability obligations.

In December 2018, Elizabeth Carr completed her tenure as Chair of the RAC, a position she held for five years. Ms Carr was re-appointed as an independent member for a short period of time to ensure knowledge and experience is not lost to the RAC.

Christine Feldmanis was appointed to replace Ms Carr as Chair of the RAC from January 2019.

At the end of September 2018, Glenys Roper completed her engagement as a member of the RAC.

Collectively, the RAC members have the experience, knowledge and qualifications to effectively discharge their responsibilities as outlined in the RAC Charter and TPP15-03.

The RAC provided oversight of the FACS and AHO financial information including review of its early close and year end procedures as required under TPP15-03.

During the year, the Chief Audit Executive reported to the RAC the most significant internal audit findings, reports and related recommendations.

In addition, members of senior management from various business areas were invited to give deep dive presentations focusing on their key risks. These topics included, but were not limited to, FACS cyber security, an update on disability transfer and transition to the National Disability Insurance Scheme and the Social and Affordable Housing Fund Program (which is a key initiative under Future Directions for Social Housing in NSW).

Eight RAC meetings were held in 2018–19, with the number of meetings attended by each independent member being as follows:

- Elizabeth Carr (Chair and Member) – 8
- Denise Aldous (Member) – 8
- Glenys Roper (Member) – 4
- Abby Bloom (Member) – 8
- Jim Mitchell (Member) – 8
- Christine Feldmanis (Chair) – 4.

NSW Land and Housing Corporation

The LAHC Audit and Risk Committee (ARC) monitors, reviews and provides oversight on LAHC's governance processes, risk management, control frameworks, annual financial statements and internal audit charter.

Five LAHC ARC meetings were held in 2018–19, with the number of meetings each member attended as follows:

- Christine Feldmanis (Independent Chair) – 5
- Peter Scarlett (Independent Member) – 5
- Dianne Hill (Independent Member) – 4.

Insurance activities

FACS (department) and John Williams Memorial Charitable Trust

Insurance is provided for all major assets and significant risks through the NSW Government self-insurance scheme (NSW Treasury Management Fund (TMF)). This includes full workers compensation (including personnel services provided to the AHO and LAHC), motor vehicle, property, public liability and miscellaneous insurance cover.

Aboriginal Housing Office

The TMF provides coverage for the AHO's insurable risks relating to its operations and property portfolio. Insurance against property and liability damage (fire damage, vehicle impact and tempest) less than \$250,000 on the AHO's property portfolio is self-insured by the AHO.

NSW Land and Housing Corporation

LAHC's insurance policies in respect of 2018–19 are with the private underwriting market arranged using a broker (Marsh) with the approval of the NSW Government.

For LAHC, only the workers compensation insurance policy is with the NSW Government's self-insurance scheme (TMF).

3.2.4 Internal audit and risk management attestation

FACS (department)

Internal Audit and Risk Management Attestation Statement for the 2018–19 Financial Year for Department of Family and Community Services

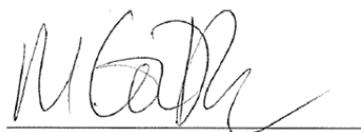
I, Michael Coutts-Trotter, am of the opinion that the Department of Family and Community Services has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Risk and Audit Committee are:

- Chair, Elizabeth Carr, 1 January 2017 to 31 December 2018
- Chair, Christine Feldmanis, 1 January 2019 to 31 December 2021
- Independent Member, Elizabeth Carr, 1 January 2019 to 31 December 2019
- Independent Member, Denise Aldous, 30 September 2017 to 30 September 2020
- Independent Member, Abby Bloom, 1 July 2018 to 30 June 2022
- Independent Member, Jim Mitchell, 1 February 2017 to 31 January 2020



Michael Coutts-Trotter
Secretary
Department of Family and Community Services

Date: 6.6.19



Russel Stanton
CAE/Director, Internal Audit and Compliance

Contact: 9716 2474

Aboriginal Housing Office

Internal Audit and Risk Management Attestation Statement for the 2018–19 Financial Year for Aboriginal Housing Office

I, Robynne Quiggin, Chairperson of the Aboriginal Housing Office Board, am of the opinion that the Aboriginal Housing Office, as part of the Department of Family and Community Services cluster, has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Non-compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Non-compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Non-compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Non-compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Non-compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Non-compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Non-compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Non-compliant

Membership

The Aboriginal Housing Office shares the Department of Family and Community Services Risk and Audit Committee. The chair and members are:

- E Carr (Chair) – 1 January 2017 to 31 December 2018
- E Carr (Member) – 1 January 2019 to 31 December 2019
- Christine Feldmanis (Chair) – 1 January 2019 to 31 December 2021
- Dr A Bloom (Member) – 1 July 2018 to 30 June 2022
- D Aldous (Member) – 30 September 2017 to 30 September 2020
- J Mitchell (Member) – 1 February 2017 to 31 January 2020

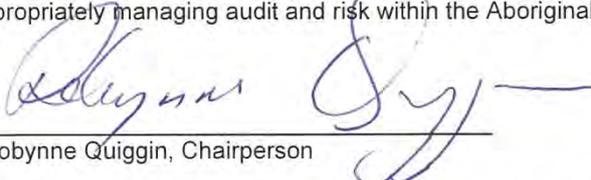
Departures from Core Requirements

I, Robynne Quiggin, Chairperson of the Aboriginal Housing Office Board, advise that the internal audit and risk management processes for Aboriginal Housing Office depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

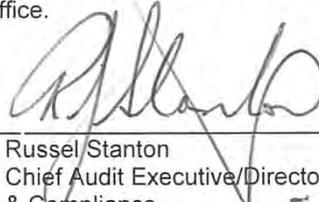
The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Aboriginal Housing Office has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
Core Requirement 1: Risk Management Framework	<p>The Aboriginal Housing Office (AHO) is a not-for-profit entity. It is part of the Department of Family and Community Services (FACS) cluster that shares its operations and resources with FACS.</p> <p>As a related agency, AHO is included in Enterprise Risk Management Framework (ERMF) of FACS, which is consistent with AS/NZS ISO 31000:2018.</p> <p>Risk reporting for AHO is incorporated into operational procedures of FACS.</p>
Core Requirement 2 Internal Audit Function	<p>AHO is a not-for-profit entity. It is part of the FACS cluster entity that shares its operations and resources with FACS.</p> <p>For the purpose of its internal audit function, AHO has adopted a shared arrangement with FACS. The FACS Chief Audit Executive (CAE) is also the CAE of AHO.</p> <p>As a related agency, the AHO's internal audit function operates in accordance with the FACS Internal Audit Manual, which was designed to align with the International Standards for the Professional Practice of Internal Auditing and is consistent with TPP15-03.</p> <p>AHO as a related agency shares its internal and audit functions with FACS.</p>
Core Requirement 3: Audit and Risk Committee	<p>AHO is part of the FACS cluster and was granted a Ministerial exception to participate in the FACS Risk and Audit Committee.</p> <p>The Committee supports the core requirements of TPP15-03 whilst minimising administrative costs, aligns committee arrangements as close as possible to their governance arrangements and ensuring an equivalent level of compliance.</p>

These processes, including the practicable alternative measures implemented, demonstrate that the Aboriginal Housing Office has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Aboriginal Housing Office.


 Robynne Quiggin, Chairperson

in accordance with a resolution of the Governing Board
of the Aboriginal Housing Office


 Russel Stanton
 Chief Audit Executive/Director, Internal Audit
 & Compliance

Contact: 9716 2474

Date: 27 August 2019

NSW Land and Housing Corporation

Internal Audit and Risk Management Attestation Statement for the 2018–2019 Financial Year for NSW Land and Housing Corporation

I, Michael Coutts-Trotter, Secretary of the Department of Family and Community Services, and on behalf of the NSW Land and Housing Corporation (LAHC), am of the opinion that the NSW Land and Housing Corporation has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Risk and Audit Committee are:

- Ms Christine Feldmanis – Independent Chair: Period of appointment 1 November 2016 to 31 October 2019
- Mr Peter Scarlett – Independent Member: Period of appointment 17 December 2013 to 16 December 2019
- Ms Dianne Hill – Independent Member: Period of appointment 27 May 2014 to 26 May 2020



Michael Coutts-Trotter
Secretary
Department of Communities and Justice



Anne Skewes
Deputy Secretary
NSW Land and Housing Corporation

3.2.5 Cyber security policy attestation

Cyber Security Annual Attestation Statement for the 2018–19 Financial Year for the Department of Family and Community Services (FACS)

I, Michael Coutts-Trotter, am of the opinion that FACS (including the Aboriginal Housing Office and the Land and Housing Corporation) has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy and in alignment with FACS' enterprise risk management framework.

FACS has invested substantially in cyber security given the nature of its business and the content it holds. To ensure this investment is focused appropriately, cyber security is considered and governed at various levels including the FACS Board, Audit and Risk Committee, cross business sub-committees and locally within divisions.

There exists a current cyber incident report response plan for FACS which has been tested logically and technically during the reporting period.

FACS undertakes numerous independent internal and external audits each year which validate the appropriateness of specific controls, integrity of systems and effectiveness of processes. Amongst these audits, FACS ensures that an external independent audit of the agency's ISMS is conducted. These processes help FACS to identify and address areas for improvement and enable FACS to continuously maintain its ISO 27001 certification.



Michael Coutts-Trotter

20 AUG 2019

3.3 Finance

3.3.1 Financial performance

Department of Family and Community Services (consolidated)

The department's total revenue for the year was \$3.9 billion, which was income mainly from appropriation and grants (\$3.7 billion) from the NSW and Commonwealth governments. The balance of departmental income was from the provision of goods and services (\$179.2 million).

In 2018–19, FACS spent \$4.0 billion to deliver services across NSW and another \$71.6 million on capital works to support that delivery. Our largest category of expenditure was in the delivery of disability services, Commonwealth home and community care, state community care services, community support, out-of-home care, prevention and early intervention, statutory child protection, Aboriginal housing, homelessness services, social housing assistance and tenancy management. Many of these programs are delivered by non-government organisations (NGOs) on our behalf. Other items of expenditure incurred delivering services to NSW include employee-related expenses (\$1.1 billion), other operating costs (\$398.5 million) and depreciation and amortisation (\$76.2 million).

FACS major expenditure categories

Category	2018–19 Actual (\$m)
Delivery of major programs	2,369.4
Employee-related	1,121.2
Other operating expenses	398.5
Depreciation and amortisation	76.2
Capital expenditure on new disability homes, upgrades and minor works	71.6

Source: FACS Annual Report 2018–19, Volume 2: FACS Annual Consolidated Financial Statements.

FACS' actual net result for 2018–19 was a \$50.5 million surplus, giving a net impact of \$68.6 million. The department's budget performance was impacted primarily by the change in treatment of the NSW Government National Disability Insurance Scheme payment to the Commonwealth NDIA Agency from a grant to a transfer payment. Budget variances as a result were: total expenditure was \$2,555.9 million lower than budget, total revenue \$2,618.7 million lower than budget, and losses on disposals and other losses \$5.8 million higher than budget.

Additional information on budget variances is included in the Budget Review note of the department's financial statements.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) is a statutory body established under the *Aboriginal Housing Act 1998*. The AHO plans, develops and delivers housing programs and services to assist Aboriginal people that are grounded in the principles of self-determination and self-management for Aboriginal people.

Total revenue for the year comprised \$149.8 million, sourced mainly from rental income generated from the client base, as well as NSW and Commonwealth government funding in relation to the National Housing and Homelessness Agreement and the National Partnership Agreement on Remote Indigenous Housing. Total recurrent expenditure for the year was \$120.9 million, of which the major expenses were property repairs, maintenance and utilities (\$23.9 million), property council rates, tenancy management and maintenance service (\$19.7 million), depreciation and amortisation (\$20.3 million), and grants and subsidies (\$17.6 million). The capital program for the year was \$34.3 million for new dwellings and capital upgrades for Aboriginal tenants. Net assets at 30 June 2019 were \$2.2 billion.

Aboriginal Housing Office expenditure categories

Category	2018–19 Actual (\$m)	2018–19 Budget (\$m)
Revenue		
Rent and other charges	55.4	55.2
Grants and contributions	59.6	92.8
Other income (including assets acquired free of charge)	34.8	0
Total revenue	149.8	148.0
Expenses		
Property repairs, maintenance and utilities	23.9	23.5
Grants and subsidies	17.6	42.4
Personnel service costs	16.4	10.6
Other operating expenses	15.4	15.0
Depreciation and amortisation	20.3	20.7
Property council rates, tenancy management and maintenance service	19.7	21.2
Other expenses (including loss on disposal of assets and other losses)	7.6	1.5
Total expenses	120.9	134.9
Net result	28.9	13.1

Source: FACS Annual Report 2018–19, Volume 2: AHO Consolidated Financial Statements, and Budget Estimates 2019–20 Budget Paper: 3

Aboriginal Housing Office 2019–20 expenditure and revenue categories

Category	2019–20 Budget (\$m)
Revenue	127.6
Expenses	124.4
Net budget result	3.2

Source: Budget Estimates 2019–20 Budget Paper: 3.

NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is a statutory body within the FACS cluster and is responsible for managing the NSW Government's public housing portfolio. LAHC is a public trading enterprise responsible for administering the *Housing Act 2001*. LAHC owns and manages land, buildings and other assets within the portfolio, valued at approximately \$54.0 billion.

Overview of 2018–19 financial activities

Category	2018–19 Actual (\$m)	2018–19 Budget (\$m)
Revenue		
Rent and other tenant charges	852.4	868.8
Government grants	95.6	91.7
Other revenue	35.0	17.8
Total revenue	983.0	978.3
Expenses		
Repairs and maintenance	324.0	265.8
Council and water rates	228.0	229.8
Personnel services expenses	64.7	73.2
Depreciation and amortisation	501.0	510.4
Grants and subsidies	3.0	3.3
Other expenses (including loss on disposal of assets and other losses)	370.4	378.8
Total expenses	1,491.1	1,461.3
Net result for the year	(508.1)	(483.0)

Source: FACS Annual Report 2018–19, Volume. 2: LAHC Annual Consolidated Financial Statements.

NSW Land and Housing Corporation 2019–20 expenditure and revenue categories

Category	2019–20 Budget (\$m)
Revenue	890.7
Expenses	1,423.0
Net budget result	(532.3)

Source: Approved LAHC Budget 2019–20.

3.3.2 Payment of accounts

The payment of accounts for goods and services is closely monitored by each entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across FACS and related entities are being undertaken to further improve payment-on-time performance. Accounts payable policies and procedures are in accordance with the guidelines established by the NSW Small Business Commissioner. Interagency transactions are excluded from the data, resulting in higher volumes being reported in 2018–19 as compared to 2017–18.

FACS (department)

The Aboriginal Housing Office and the NSW Land and Housing Corporation are not included in the consolidated FACS figures; they are reported separately below.

Aged analysis at the end of each quarter

Measure	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers				
Current not yet due (\$)	18,680,936	11,963,769	12,360,545	33,894,138
Overdue 1–30 days (\$)	257,332	273,525	400,799	238,244
Overdue 31–60 days (\$)	188,300	112,765	50,617	60,882
Overdue 61–90 days (\$)	184,723	77,176	40,896	431,699
Overdue 91 days and over (\$)	610,504	642,916	671,658	742,838
Small business suppliers				
Current not yet due (\$)	128,219	1,454,215	247,282	1,450,903
Overdue 1–30 days (\$)	2,484	68,168	16,461	75,470
Overdue 31–60 days (\$)	492	1,299	3,242	535
Overdue 61–90 days (\$)	1,269	35,425	75	0
Overdue 91 days and over (\$)	7,822	10,525	23,280	22,299

Source: FACS Quarterly Payment Performance Report 2018–19

Accounts due or paid within each quarter

Measure	Unit	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers					
Accounts due for payment	Number	153,215	168,723	149,089	167,715
Accounts paid on time	Number	152,005	167,614	147,838	166,533
Accounts paid on time (based on number of accounts)	Per cent	99.2	99.3	99.2	99.3
Accounts due for payment	\$	833,269,950	1,171,737,767	343,545,784	792,753,717
Accounts paid on time	\$	824,579,313	1,167,068,192	338,439,895	789,304,363
Accounts paid on time (based on \$)	Per cent	99.0	99.6	99.5	99.6
Payments for interest on overdue accounts	Number	3	0	2	2
Interest paid on overdue accounts	\$	186	0	343	93
Small business suppliers					
Accounts due for payment	Number	1,354	3,043	5,713	6,029
Accounts paid on time	Number	1,315	2,994	5,596	5,673
Accounts paid on time (based on number of accounts)	Per cent	97.1	98.4	98.0	94.1
Accounts due for payment	\$	5,120,886	29,351,744	15,428,550	50,053,093
Accounts paid on time	\$	5,013,651	29,030,856	15,053,925	48,602,909
Accounts paid on time (based on \$)	Per cent	97.9	98.9	97.6	97.1
Payments for interest on overdue accounts	Number	3	0	2	2
Interest paid on overdue accounts	\$	186	0	343	93

Source: FACS Quarterly Payment Performance Report 2018–19

Aboriginal Housing Office

Aged analysis at the end of each quarter

Measure	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers				
Current not yet due (\$)	1,038,660	734,987	748,831	1,390,947
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0
Small business suppliers				
Current not yet due (\$)	10,406	12,870	0	16,496
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0

Source: Quarterly Payment Performance Report 2018–19

Accounts due or paid within each quarter

Measure	Unit	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers					
Accounts due for payment	Number	1,398	1,389	1,072	1,406
Accounts paid on time	Number	1,388	1,378	1,065	1,398
Accounts paid on time (based on number of accounts)	Per cent	99.3	99.2	99.3	99.4
Accounts due for payment	\$	10,500,449	12,874,991	7,769,157	15,972,579
Accounts paid on time	\$	10,487,231	12,769,780	7,720,905	15,937,731
Accounts paid on time (based on \$)	Per cent	99.9	99.2	99.4	99.8
Payments for interest on overdue accounts	Number	0	0	0	0
Interest paid on overdue accounts	\$	0	0	0	0
Small business suppliers					
Accounts due for payment	Number	43	56	110	149
Accounts paid on time	Number	42	56	110	146
Accounts paid on time (based on number of accounts)	Per cent	97.7	100.0	100.0	98.0
Accounts due for payment	\$	523,016	362,301	158,974	275,917
Accounts paid on time	\$	522,116	362,301	158,974	274,828
Accounts paid on time (based on \$)	Per cent	99.8	100.0	100.0	99.6
Payments for interest on overdue accounts	Number	0	0	0	0
Interest paid on overdue accounts	\$	0	0	0	0

Source: Quarterly Payment Performance Report – Summary Apr–Jun 2019

NSW Land and Housing Corporation

Aged analysis at the end of each quarter

Measure	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers				
Current not yet due (\$)	30,261,331	20,764,171	25,201,117	51,493,176
Overdue 1–30 days (\$)	1,227,071	42,242	9,208	84,368
Overdue 31–60 days (\$)	9,495	18,420	539	23,679
Overdue 61–90 days (\$)	2,490	2,146	504	0
Overdue 91 days and over (\$)	63,265	51,486	44,506	42,350
Small business suppliers				
Current not yet due (\$)	60,890	158,020	169,103	152,193
Overdue 1–30 days (\$)	19,250	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0

Source: Underlying payment reports of LAHC's financial accounting system.

Accounts due or paid within each quarter

Measure	Unit	Sep 2018	Dec 2018	Mar 2019	Jun 2019
All suppliers					
Accounts due for payment	Number	159,083	144,725	142,185	157,459
Accounts paid on time	Number	158,628	143,929	141,894	157,171
Accounts paid on time (based on number of accounts)	Per cent	99.7	99.4	99.8	99.8
Accounts due for payment	\$	294,942,386	327,054,251	271,626,726	385,611,113
Accounts paid on time	\$	289,672,123	321,934,982	269,421,755	382,240,582
Accounts paid on time (based on \$)	Per cent	98.2	98.4	99.2	99.1
Payments for interest on overdue accounts	Number	3	0	4	3
Interest paid on overdue accounts	\$	495	0	132	239
Small business suppliers					
Accounts due for payment	Number	263	304	264	273
Accounts paid on time	Number	253	271	246	260
Accounts paid on time (based on number of accounts)	Per cent	96.2	89.1	93.2	95.2
Accounts due for payment	\$	1,415,754	1,109,139	875,890	1,401,927
Accounts paid on time	\$	1,380,984	967,754	748,047	1,290,534
Accounts paid on time (based on \$)	Per cent	97.5	87.3	85.4	92.1
Payments for interest on overdue accounts	Number	3	0	4	3
Interest paid on overdue accounts	\$	495	0	132	239

Source: Underlying payment reports of LAHC's financial accounting system.

3.3.3 Investment performance

Aboriginal Housing Office

The AHO does not have any investments.

NSW Land and Housing Corporation

LAHC did not have any investments for financial year ended 30 June 2019.

3.3.4 Liability management performance

Aboriginal Housing Office

The AHO does not have any debt.

NSW Land and Housing Corporation

As at 30 June 2019, the nominal value of LAHC's debt portfolio was \$870.4 million. This comprises \$716.8 million in advances from the Crown Finance Entity, \$148.8 million in loans payable to TCorp, and \$4.8 million in loans from other sources.

During 2018–19, LAHC repaid \$31 million of its debts to the Crown Finance Entity and received a \$120 million advance from the Crown Finance Entity to fund and support LAHC's social housing building program.

LAHC retained the services of TCorp to manage the tradable portion of the debt portfolio. A Weighted Average Life (WAL) benchmark was adopted to measure LAHC's debt management performance. As recommended by TCorp and supported by NSW Treasury, an updated Memorandum of Understanding was signed to allow the extension of WAL to take advantage of lower interest rates. The actual WAL for the financial year ended 30 June 2019 was 4.48, within the updated allowable range of 3–6 years.

3.3.5 Consultants

FACS (department)

Consultancies equal to or over \$50,000

There were no consultancies equal to or over \$50,000 for FACS (department).

Consultancies under \$50,000

Consultant	Number of engagements	Amount (\$)¹	Category
The Miller Group Social Policy and Management Consultants	1	41,474	Management Services
Lee Road Consulting	1	26,580	Management Services

1. Amount includes GST and is rounded to nearest dollar

Aboriginal Housing Office

There were no consultancies for the AHO.

NSW Land and Housing Corporation

There were no consultancies for LAHC.

3.3.6 Land disposal

FACS (department)

There were no sales of \$5 million or more in 2018–19 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

Aboriginal Housing Office

There were no sales of \$5 million or more in 2018–19 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

NSW Land and Housing Corporation

The sale of LAHC properties supports portfolio management. Factors which may lead to a decision to sell a property include its ongoing suitability for public housing, the condition of the property, the cost to repair and for ongoing maintenance and the contribution the sale could make to the overall financial sustainability to the portfolio. The following land with a value greater than \$5 million was disposed by NSW Land and Housing Corporation in 2018–19.

Land disposed	Deposited plan	Land size	Sale price (\$)	Purchaser
26–32 City Road, Chippendale	Lot 10, 545694 Lot 1, 81927	1,492.2m ²	\$17,500,000	St George Community Housing Ltd (SGCH)

The land was identified as a suitable site for the construction of youth accommodation under the Youth Foyer Social Benefit Bond, which will provide 51 foyer studio units as well as common areas and office spaces for the Youth Foyer, and up to 26 affordable housing units.

Note: Access to documents relating to property disposals may be obtained under the *Government Information (Public Access) Act 2009*. More information is available at facs.nsw.gov.au.

3.3.7 Major capital works

This section lists major works in progress, including the cost of those works to date and the estimated dates of completion. It also includes details of any significant delays, cancellations or cost overruns in major works.

FACS (department)

Project description	Total estimated cost (\$'000) ¹	Cost up to 30 June 2019 (\$'000) ²	Expected completion	Completed, in progress, delays, cancellation or cost overruns
New works				
ICT FACS Enable	18,400	10,799	2020	In progress
Works in progress				
Hunter Residence (land banking)	59,900	57,700	2019	Completed
Large Residential Centre Redevelopments – Non-Government Organisation	87,802	90,343	2020	Revised scope of work
Accommodation (co-location and upgrade)	16,500	14,099	2021	In progress
Corporate and Shared Services Projects	48,092	47,151	2019	Completed
Office Accommodation	8,746	8,066	2019	Completed

1. Total estimated cost is the estimated cost for the whole project.

2. Cost up to 30 June 2019 is the total cost from project inception through to 30 June 2019.

Aboriginal Housing Office

Project description	Total estimated cost (\$'000) ¹	Cost up to 30 June 2019 (\$'000) ²	Expected completion	Completed, in progress, delays, cancellation or cost overruns
New works				
Aboriginal Housing – New Supply	12,586	6,442	2021	In Progress
National Partnership – Remote Indigenous Housing New Supply	9,671	2,155	2019	In Progress ³
Works in progress				
Aboriginal Housing – New Supply	27,824	20,383	2020	In Progress
National Partnership – Remote Indigenous Housing New Supply	11,825	6,237	2019	In Progress ³

1. Total estimated cost is the estimated cost for the whole project.

2. Cost up to 30 June 2019 is the total cost from project inception through to 30 June 2019.

3. Note that a portion of NPARIH funding transferred to FACS as a result of the Murdi Paaki local decision-making process, hence the actual cost will be lower than initial estimated cost.

NSW Land and Housing Corporation

Project description	Total estimated cost (\$'000) ¹	Cost up to 30 June 2019 (\$'000) ²	Expected completion	Completed, in progress, delays, cancellation or cost overruns
New works				
Office Accommodation and Administrative Assets	3,300	1,452	2019	In progress
Social Housing – Asset Improvement	182,788	128,509	2019	Completed
Social Housing – New Supply	2,645,201	175,223	2028	In progress
Works in progress				
Social Housing – New Supply	574,392	206,852	2028	In progress

1. Total estimated cost is the estimated cost for the whole project.

2. Cost up to 30 June 2019 is the total cost from project inception through to 30 June 2019.

3.4 Governance and other matters

3.4.1 Public interest disclosures

FACS has a Public Interest Disclosure Internal Reporting Policy covering all staff. The policy is consistent with the NSW Ombudsman model reporting policy and the requirements of the *NSW Public Interest Disclosures Act 1994* (PID Act).

Actions have been taken to ensure staff are aware of their responsibility under the PID Act, and the policy and corresponding procedures are available to staff on the FACS intranet. The department's public interest disclosure officers are also identified on the intranet. Under the PID Act, FACS staff are required to report certain information; this information is shown in the tables below.

FACS (department)

Table 1: Number of public interest disclosures (PIDs)

Category	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
Public officials who have made a PID to the public authority	3	0	0
PIDs received by the public authority in total:			
Corrupt conduct	3	0	0
Maladministration	0	0	0
Serious and substantial waste of public or local government money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0
PIDs finalised	2	0	0

Aboriginal Housing Office (AHO)

Table 2: Number of public interest disclosures (PIDs)

Category	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
Public officials who have made a PID to the public authority	1	0	0
PIDs received by the public authority in total:			
Corrupt conduct	1	0	0
Maladministration	0	0	0
Serious and substantial waste of public or local government money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0
PIDs finalised	1	0	0

NSW Land and Housing Corporation (LAHC)

Table 3: Number of public interest disclosures (PIDs)

Category	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
Public officials who have made a PID to the public authority	2	0	0
PIDs received by the public authority in total:			
Corrupt conduct	1	0	0
Maladministration	0	0	0
Serious and substantial waste of public or local government money	1	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0
PIDs finalised	0	0	0

3.4.2 Privacy management

FACS (department)

Privacy Management Plan

The *FACS Privacy Management Plan* (PMP) was updated to a single privacy management plan, replacing the PMPs for housing, community services and disability operations.

The PMP is available on the internet via the following link:

https://www.facs.nsw.gov.au/__data/assets/pdf_file/0004/594787/FACS-Privacy-Management-Plan-2018.pdf

Privacy e-learning:

E-learning courses for privacy were reviewed and promoted via the department's training portal. Two privacy training modules with content specific to the role of the department for 2018–19 are:

- Introduction to NSW privacy laws
- Privacy – Child Protection.

Informal complaints

The department received seven informal complaints. Inquiries were conducted in relation to each complaint and none progressed to a formal complaint under the *Privacy and Personal Information Protection Act 1998* (PPIP Act). Each of the complaints was resolved by way of consultation with the relevant business units and in some instances the complaints were withdrawn.

Internal reviews

In 2018–19, FACS Legal received 29 applications for internal review under section 53 of the PPIP Act. Out of the 29 applications:

- 24 were determined outside the statutory period permitted for completion of internal reviews
- two applications were withdrawn
- three applications are due for completion in 2019–20.

No applications were received in 2017–18 that were carried over to the 2018–19 financial year.

Of the 24 applications for internal review that were completed in 2018–19, six resulted in a finding of a breach of the PPIP Act by the department.

Privacy access

FACS Legal received two applications for access under section 14 of the PPIP Act. One access application was completed in the reporting period.

Privacy amendments

From 1 July 2018 to 30 June 2019, FACS Legal received three applications for amendment under section 15 of the PPIP Act. One application was completed in the reporting period.

Notification to the NSW Privacy Commissioner under the voluntary notification scheme

From 1 July 2018 to 30 June 2019, no voluntary data breach notifications were made by FACS Legal.

Aboriginal Housing Office

In 2018–19, the AHO did not conduct any internal reviews under the PPIP Act and did not receive any internal review applications made under the PPIP Act.

NSW Land and Housing Corporation

LAHC, as part of the FACS cluster, aligns itself to the FACS PMP and practices as stated on the FACS website. In 2018–19, LAHC did not receive any internal review applications made under the PPIP Act.

3.4.3 Right to information

Review of proactive release program

FACS regularly reviews its programs to ensure that information which is in the public interest and assists people with access to services is made publicly available. FACS provides information about major plans and services to individuals, families, carers and service providers. Other information is proactively released via the FACS website, such as policies, resources, reports, plans, papers, newsletters and statistical data.

Number of access applications received

During 2018–19, FACS received 933 access applications.

Number of refused applications for Schedule 1 information

During 2018–19, FACS refused 265 access applications because the information requested was referred to in Schedule 1 of the *Government Information (Public Access) Act 2009* (GIPA Act). Of the 265 applications, 15 were refused in full and 250 were refused in part.

Statistical information about access applications for the FACS cluster

Table 1: Number of applications by type of applicant and outcome¹

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/deny whether information is held	Application withdrawn
Media	0	3	0	2	0	5	0	0
Members of Parliament	7	8	2	4	2	6	0	0
Private sector business	1	3	0	2	0	3	0	0
Not-for-profit organisations or community groups	2	4	0	1	0	0	0	0
Members of the public (application by legal representative)	34	341	5	40	65	14	0	20
Members of the public (other)	48	221	12	33	7	16	1	3

1. More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 2.

Table 2: Number of applications by type of applicant and outcome

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/ deny whether information is held	Application withdrawn
Personal information applications ¹	68	525	9	62	69	29	1	22
Access applications (other than personal information applications)	22	39	10	19	5	14	0	0
Access applications that are partly personal information applications and partly other	2	16	0	1	0	1	0	1

1. A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table 3: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	255
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	255
Invalid applications that subsequently became valid applications	157

Table 4: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act

Consideration	Number of times consideration used ¹
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	0
Contempt	0
Legal professional privilege	28
Excluded information	3
Documents affecting law enforcement and public safety	2
Transport safety	0
Adoption	0
Care and protection of children	242
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 5.

Table 5: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act

Consideration	Number of occasions when application not successful
Responsible and effective government	303
Law enforcement and security	5
Individual rights, judicial processes and natural justice	539
Business interests of agencies and other persons	75
Environment, culture, economy and general matters	0
Secrecy provisions	4
Exempt documents under interstate Freedom of Information legislation	1

Table 6: Timeliness of applications

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	845
Decided after 35 days (by agreement with applicant)	52
Not decided within time (deemed refusal)	1
Total¹	898

1. Twelve were carried forward for determination into the 2019–2020 reporting period.

Table 7: Number of applications reviewed under Part 5 of the GIPA Act

Type of review	Decision varied	Decision upheld	Total
Internal review	5	4	9
Review by Information Commissioner ¹	6	5	11
Internal review following recommendation under section 93 of the GIPA Act	4	0	4
Review by Administrative Decisions Tribunal	1	0	1
Total	16	9	25

1. The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table 8: Applications for review under Part 5 of the GIPA Act

Type of applicant	Number of applications for review
Applications by access applicants	25
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	0

Table 9: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act

Type of transfer	Number of applications for transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

3.4.4 Consumer response

FACS responds to requests for information and accepts feedback and complaints about all aspects of its business. We seek to respond to complaints in a timely manner and handle all complaints in a fair, transparent and professional way.

During 2018–19, the Feedback Assist complaints management system under the whole-of-government Complaints Handling Improvement Program (CHIP) was available on 24 FACS public-facing websites. A small number of complaints were received via the Feedback Assist widget. During the year, there were 1,298 feedback cases, as follows: 708 complaints, 248 compliments, 2 enquiries and 340 suggestions.

Information regarding complaints outside the Feedback Assist system is detailed below.

Aboriginal Housing Office

Type of feedback	2018–19 (number)	2018–19 (%)
Complaint	294	15
Dispute	19	1
Feedback	89	4
Interaction	1,027	51
Service Request	587	29
Total feedback	2,016	100

During 2018–19, the AHO responded to 2,016 enquiries from Aboriginal people relating to housing, tenancy and asset management matters. This is a significant increase from previous years and is a direct result of improvements made to the AHO client interaction and complaints system, which was updated in March 2017 to better capture data regarding client enquiries. The AHO has developed a purpose-built client interaction and complaints system as part of its Ngamuru system.

Ngamuru is the AHO's new client interaction and complaints system. Currently, AHO Ngamuru feedback categories do not align with Feedback Assist categories.

AHO staff resolved 75 per cent of all these enquiries within 22 days or less, and 89.5 per cent of the total number of cases were resolved in 40 days or less.

Community Services

Type of feedback	2017–18 (number)	2017–18 (%)	2018–19 (number)	2018–19 (%)
Service quality/delivery	153	29.1	115	26.6
Behaviour of staff	106	20.2	92	21.3
Service access/processes/procedures	167	31.8	143	33.1
Communication	99	18.9	75	17.4
Service request/referral	0	0	0	0
Compliments	0	0	0	0
Suggestions	0	0	0	0
Other feedback	0	0	7	1.6
Total feedback	525	100.0	432	100.0

The Enquiry Feedback and Complaints Unit (EFCU) provides a centralised intake and referral point for feedback relating to child protection services, including FACS-funded NGOs.

EFCU operates 9.00am–4.30pm Monday to Friday. The unit can be contacted via telephone (1800 000 164), online, post or email (complaints@facs.nsw.gov.au). EFCU aims to resolve complaints within 20 working days, although some complex issues may take longer.

During 2018–19, EFCU managed 8,543 contacts from clients and stakeholders. This resulted in 432 formal complaints (five per cent).

The complaints management system focused on the implementation of new processes to build cooperation and facilitate reconciliation. This included an increase to first call resolutions and the expansion of local alternative dispute resolution programs. Subsequently, there was a decrease of 93 formal complaints (18 per cent) from the previous year.

Housing Services and NSW Land and Housing Corporation

Type of feedback	2017–18 (number)	2017–18 (%)	2018–19 (number)	2018–19 (%)
Service quality/delivery	1,698	30.6	1,660	31
Behaviour of staff	224	4.0	247	4.6
Service access/processes/ procedures	1,844	33.3	1,538	28.7
Communication	0	0	0	0
Service request/referral	1,119	20.2	1,133	21.2
Compliments	409	7.4	408	7.6
Suggestions	73	1.3	61	1.1
Other feedback	176	3.2	303	5.7
Total feedback	5,543	100.0	5,350	100.0

The Housing Contact Centre Client Feedback Unit (CFU) provides a centralised intake and referral point for feedback and complaints relating to NSW government housing services.

CFU operates in the spirit of minimising client effort by providing one readily accessible unit to process a range of work requests for clients and stakeholders. CFU staff are available via telephone (1800 422 322) 8.30am–4.30pm, Monday to Friday. Alternatively, clients are able to submit online feedback, send a letter or email feedback@facs.nsw.gov.au

Initiatives across housing services continued to focus on increased communication with clients and on improving the timeliness of service requests. During 2018–19, CFU managed 35,358 contacts from clients and stakeholders. This resulted in 5,350 feedback cases (15 per cent).

3.4.5 Research and development

Project Name	2018–19 Funding (GST exclusive)	Project status ¹ (completed/in progress)
Career Pathways	\$21,000	In progress
Attitudes to Personal Information and Data Study (Wave 2)	\$26,625	Completed
Inner City Sydney Assertive Outreach Review	\$26,700	In progress
Analysis of NSW data from the National Community Attitudes Towards Violence Against Women Survey	\$29,165.66	Current
Carers Advisory Council: Understanding the social and emotional needs of carers (Final Report)	\$40,000	Completed
Seniors Card Member Research	\$43,029	In progress
Recruitment Research with Aboriginal people: Attitudes of Aboriginal and Torres Strait Islander people in becoming carers	\$45,000	In progress
Contact: Keeping contact between parents and children in care	\$88,428	Completed
Access System Legislation Research	\$92,146	Completed
NSW Child Development Study	\$100,000	In progress
Carers Investment Program: Carers in the Balance: Research on work and education options for carers	\$117,058	In progress
Sustaining Tenancies in Social Housing	\$120,868	In progress
Carers Investment Program: Impact and Rollout of NDIS	\$148,570	In progress
Institute of Open Adoption Studies: Funding to support a program of applied research related to permanency options for children, including open adoption for children from out-of-home care	\$200,000	In progress
Sax Institute 45 and Up Study	\$250,000	In progress
National Violence Against Women Research	\$544,460	In progress
Carers Investment Program: Centre for Carers Research	\$626,800	In progress
Domestic and Family Violence Intake and Referral Model	\$1,250,000	In progress
Pathways of Care Longitudinal Study of Children in Out of Home Care (POCLS)	\$1,325,713	In progress

1. In progress: Only include actual funding spent during 2018–19 and do not include planned or budgeted future research activities (including large-scale research projects), or in-kind contributions.

3.4.6 International travel

FACS employees made a total of twelve overseas visits in 2018–19. The reasons for the visits included attending and presenting at conferences, sharing public practices and processes, and fulfilling child protection commitments.

FACS (department)

Officer	Dates	Destination	Purpose of visit
Simone Czech	6–16 July 2018	Montreal, Canada	To present at the International Conference on Adoption Research
Kate Alexander	23 September – 2 October 2018	Sweden	To present at the Dignity 2018 Conference in Stockholm
Simone Czech	30 September – 8 October 2018	Oporto, Portugal	To present and participate in EUSARF (European Scientific Association on Residential and Family Care for Children and Adolescents) Conference
Melissa Pearce	30 September – 8 October 2018	Oporto, Portugal	To assist in presenting at and participate in EUSARF (European Scientific Association on Residential and Family Care for Children and Adolescents) Conference
Amy Seary	30 September – 8 October 2018	Oporto, Portugal	To assist in presenting at and participate in EUSARF (European Scientific Association on Residential and Family Care for Children and Adolescents) Conference
Ebru Sumaktas ¹	20 August – 23 October 2018	United Kingdom, Germany, Austria and United States	To conduct research for Churchill Fellowship
John Hubby	5–9 November 2018	Wellington, New Zealand	Executive Fellows Program
Eleri Morgan Thomas	5–9 November 2018	Wellington, New Zealand	Executive Fellows Program
Caseworker ²	30 January – 1 February 2019	New Zealand	To accompany a child
Caseworker ²	30 January – 1 February 2019	New Zealand	To accompany a child
Daniela Lewkowicz	1–3 April 2019	Spain and United Kingdom	To attend a conference in San Sebastian and meetings in London
Janice Carroll	23–26 April 2019	United States of America	To attend the Association of Children's Residential Centers' Together, the Voice Conference in New Orleans

1. The Churchill Trust covers all travel and insurance costs. The Department is not responsible for any costs associated with the research project or overseas travel costs, including accommodation expenses or payment of allowances.

2. Caseworkers are not identified by name in order to protect the identity of the children and young people they have accompanied.

Aboriginal Housing Office

There were no overseas visits made by AHO employees in 2018–19.

NSW Land and Housing Corporation

One LAHC employee made one overseas visit in 2018–19. The overseas trip was approved for the Executive Director to participate in an international study tour to develop in-depth understanding of the new housing and homelessness reforms implemented in Canada and report back the findings to the FACS Secretary and FACS Board.

Officer	Dates	Destination	Purpose of visit
Mychelle Curran	9–24 September 2018	Canada	To participate in AHURI (Australian Housing and Urban Research Institute) International Study Tour

3.4.7 Disability Inclusion Action Plan

The *Disability Inclusion Act 2014* (DIA) formalises Australia's commitment to the United Nations Convention on the Rights of Persons with Disabilities and requires the creation of two different types of plan: the NSW Disability Inclusion Plan (DIP) and the Disability Inclusion Action Plan (DIAP).

NSW Disability Inclusion Plan

The NSW DIP, is a high-level, multi-agency plan prepared by FACS to set out how the NSW Government will support inclusion for people with disability. The plan has four focus areas: developing positive community attitudes and behaviours, creating liveable communities, supporting access to meaningful employment, and improving access to mainstream services through better systems and processes. The NSW DIP was launched on 26 February 2015 and has recently been reviewed.

FACS coordinated the review and reporting on the implementation of the NSW DIP. The review was overseen by the NSW Disability Inclusion Plan Implementation Committee, which commissioned a report by the Sax Institute, delivered in April 2019. The review captures the progress of implementation of DIAPs and statewide strategies to support inclusion.

Disability Inclusion Action Plan

All NSW Government departments and most agencies are required to create their own DIAP. DIAPs set out the measures that departments intend to put in place to ensure that people with disability can access services and participate fully in the community. The FACS DIAP was launched in December 2015 and was refreshed in June 2018 and again in July 2019 to accommodate the emerging disability inclusion priorities across FACS.

Review of the NSW Disability Inclusion Act

The DIA is currently under review. FACS commenced this process in June 2019 and will coordinate public consultation, cabinet submissions, the drafting of discussion papers and the drafting of the final review report, which is expected to be completed in the latter half of 2020.

Effective secretariat and governance

FACS continues to provide secretariat support for the NSW Disability Council, the Carers Advisory Committee and the NSW Inclusion Plan Implementation Committee.

Develop positive community attitudes and behaviours

The majority of initiatives in the FACS DIAP were completed by 2018 and prior to the implementation of the NDIS. Achievements throughout the life of the 2015–2019 plan include the following:

Community Attitudes and Behaviours

- **Employable Me** – With the success of the 2018 series, a second series screened in 2019, attracting an audience of 831,000, 31 per cent of which was aged under 50. The aim of the series was to continue to promote and inspire a national conversation about disability employment by highlighting the experience of people with disability as they navigate the journey of employment. Once again, audience impressions of the series were extremely positive.
- The **See the Possibilities** social media campaign was a peer-to-peer disability awareness campaign developed by FACS and launched midway through the life of the DIAP. The campaign encourages employers to commit to employing more people with disability. The campaign tells the story of employers who have seized the opportunity to empower employees with disability and give them the chance to shine. Over 92,000 LinkedIn members saw the campaign and over 400,000 impressions were generated.
- **Screenability** – In partnership with Create NSW and the Sydney Film Festival, FACS sponsored several 'Screenability' Film Festivals, which included works written, directed or produced by people with disability and which, through creative and challenging works, raised issues faced by individuals with disability.

- **NOVA Focus on Ability** – FACS provided funding to NOVA Employment to support their extremely successful Focus on Ability Short film festival. The target audience is high-school-aged students and the aim of the festival is to highlight the ability of people with disability, with particular emphasis on the pervasive issue of bullying, which impacts all students.
- **LAHC's maintenance contracts** focused on social outcomes and over 6.3 per cent of work was undertaken by disability enterprises or community service providers.

Create liveable communities

- **Local Government DIAP Implementation** – FACS worked with Local Government NSW (LGNSW) to ensure that all local councils were able to achieve their obligations to prepare and implement disability inclusion action plans across the 128 local council areas of NSW.
- **Community projects** – Prior to the introduction of the NDIS, FACS supported a number of community projects to increase inclusion for people with disability through small grants and sponsorships.
- **Liveable Communities Grants Program** – The Liveable Communities Grants Program delivered the \$4 million commitment of the NSW Government to supporting the development of liveable communities across NSW. Many of the grants had a combined ageing and disability focus.
- **Accessible toilets and change facilities** – The FACS Lift and Change Facilities Trial provided funding to establish 10 accessible facilities, each including a ceiling hoist, a height-adjustable change table and an accessible toilet.
- **Community partners** – FACS continued to work with Sport NSW, Clubs NSW, the NSW Business Chamber and Settlement Services International to build access and inclusion among their members. Highlights included the holding of the first NSW Inclusive Sport Conference, the commencement of a disability-inclusive business category on the NSW Business Chamber annual awards, and the successful application by three of the organisations for over \$3 million in funding from the NDIS Information, Linkages and Capacity Building (ILC) program to support inclusive programs into the future.
- **NSW Companion Card** – The NSW Companion Card program continues to support people with lifelong disability to participate in the community through free access to venues and events for a companion. At 30 June 2019, there were more than 31,000 Companion Card holders and 1,100 affiliate businesses in NSW.

Support access to meaningful employment

- FACS, in partnership with the Public Service Commission, is leading on improving employment outcomes for people with disability across the state through *Jobs for People with Disability: A plan for the NSW Public Sector*, a plan that aims to increase the number of people with disability employed across the NSW public sector from an estimated 2.7 per cent to 5.6 per cent by 2025.
- FACS achieved and maintained Disability Confident Recruiter (DCR) status.
- FACS again participated in the Australian Network on Disability's (AND) Stepping into Internship program for university students with disability, employing 14 interns in 2017–18 and a further 13 in 2018–19.
- FACS worked with AND to launch two e-learning programs in May 2019. The e-learns were designed to raise the disability confidence and awareness of our managers and employees.
- FACS partnered with AND to develop the Access and Inclusion Index, a tool to measure, compare and improve access and inclusion practices within an organisation.
- The FACS Disability Employee Network worked with the Executive Leadership team through a series of roundtables to significantly grow awareness of issues that impact on staff with disability in their workplaces. The roundtables gave staff with disability the opportunity to talk with executives about their workplace experiences. This led to the number of Disability Champions in FACS growing from one to 20 during a five-month period.
- The FACS Disability Employee Network established a 15-member Guidance and Action Team to ensure it has the capacity to drive positive cultural change within Sydney and the regions, through providing expert advice and support across a range of disabilities.

- In May 2019, the work of the FACS Disability Employee Network was recognised by the AND through an invitation to present at the Annual National Conference in Melbourne. Anne Skewes, Deputy Secretary LAHC and Executive Disability Champion, and Michael Patterson, the Disability Employee Network chair, gave a joint presentation.

Improving access to mainstream services

- FACS continued to promote the FACS Digital Accessibility Standard and Digital Content Style Guide (through our website and by sharing with our public sector colleagues) to ensure our digital information and services are accessible and inclusive.
- FACS launched its new public website with new and more accessible content, adding improvements in response to user testing and achieving an overall WCAG 2.0 AA standard, with AAA standard reached for many sections.
- FACS established Accessibility (WCAG 2.0 AA) operational training for employees.
- To support employees to access assistive technologies, FACS recently installed an in-room hearing loop, integrated with video conferencing facilities and a large screen format at head office.
- FACS participated in the AND Access & Inclusion Index in 2018. The index provided a unique opportunity to discover key areas of strength and opportunity across the business. By participating in the index, FACS gained a roadmap for improvement to measure and progress maturity to ensure the inclusion of people with disability.

3.4.8 Compliance with *Carers (Recognition) Act 2010*

FACS recognises the valuable contribution that carers make to our society, and is the public sector agency responsible for implementing and reviewing the *Carers (Recognition) Act 2010* (the Act).

The NSW Carers Charter, which forms a part of the Act, contains 13 guiding principles for NSW public sector human service agencies on issues of significance for carers, including respect and recognition, inclusion in decision-making, and access to services they may need.

A carer, for the purposes of the Act, is an individual who provides ongoing personal, care, support and assistance to any other individual who needs it because that other individual:

- is a person with a disability within the meaning of the *Disability Inclusion Act 2014*, or
- has a medical condition (including a terminal or chronic illness)
- has a mental illness
- is frail and aged.

During 2018–19, FACS supported carers in a variety of ways, as described below.

Consultation and liaison with carers

Carers Advisory Council

- FACS provided secretariat support to the Carers Advisory Council, which was established under the Act to advance the interests of carers in NSW and advise on legislation, policy and other matters relating to carers.
- As stipulated by the Act, the majority of Council members have current or previous experience of being a carer. Members have diverse backgrounds and expertise and come from a range of metropolitan and regional areas in NSW.
- The Council provides advice and submissions to the NSW Government, including promoting the implementation of the Act, the development of the Australian Government's Integrated Carer Support Service, and the impact of the NDIS on carers. In addition, the Council identified a number of priorities for 2018–19, including:
 - having conversations with a wide range of carers to gain a deeper understanding of the concerns of hard-to-reach carers, including Aboriginal and CALD carers
 - understanding, and identifying solutions to address, the social and emotional health needs of carers
 - providing advice on the NDIS to ensure it is responsive to carers – particularly for carers who are not eligible for specialist support.
- The Council met regularly through 2018–19 and held the first of a series of regional conversations with carers in Mudgee in February 2018.

NSW Carers Strategy 2014–19

- NSW Carers Strategy is a five-year plan to improve the position of carers in NSW. Over its lifetime FACS has been the lead agency for the Strategy and has led its implementation in partnership with the Ministry of Health and Carers NSW.
- A review of the Strategy has been commissioned and will be overseen by a working group that includes carer representatives to ensure that the carer perspective is central to reviewing the progress achieved over the past five years.
- The Carers Team commenced the co-design of the next Carers Strategy in 2018–19, in preparation for its launch in 2020. The new Strategy will include practical and innovative solutions that meet the needs and aspirations of carers in NSW, building off the strengths and achievements of the first Carers Strategy 2014–19. It will also focus more closely on carer groups that have specific needs and challenges that are not met by the service system.

- The co-design of the new Strategy will have carers' voice at the centre, with a diverse range of carers being consulted and engaged to help identify the priorities and actions that are most relevant and practical for carers, the people carers support, and the organisations that support carers.
- Underpinning the development of the Strategy is a governance structure involving a range of carers, including the Project Management Group and an Aboriginal Working Group. Both groups have strong representation from a diverse range of carers, who provide advice, feedback and contribute to decision making.

Carers + Employers Project

- Launched in Carers Week 2018, this Carers Strategy project aims to establish a network of employers committed to champion better employment outcomes for carers. This includes establishing an accreditation program supporting workplaces across NSW to become more carer-friendly and inclusive, and is powered by a network of employers to champion improved outcomes for carers. This program defines best-practice standards for supporting staff with caring responsibilities, and is the first initiative in Australia to formally accredit carer-friendly employers.
- The program includes an accreditation framework to recognise employers that are actively supporting paid work for people with caring responsibilities. Employers that join the program will become part of a network that has access to a dedicated website and member resources, such as a closed LinkedIn Group to share information and best practice, ongoing support, toolkits and access to training. Becoming an Accredited Carer Employer contributes to staff wellbeing, workforce management and wider corporate social responsibility. FACS has submitted for Level 1 Active accreditation.

Carers Investment Program

- Through the Carers Investment Program, the NSW Government is reinvesting \$5.6 million over three years for innovative projects that will improve the wellbeing of carers in NSW. Funding commenced in 2018–19 and is focused on 14 projects that are evidence-based and aligned with carer priorities as identified in the NSW Carers Strategy 2014–19, the *Carers (Recognition) Act 2010* and other relevant reforms in the sector. A diverse range of projects is funded, such as online peer support, support for carers to re-engage with paid work, social respite, capacity building of carers to provide care at home following hospitalisation, and projects that focus on young carers, CALD carers and Aboriginal carers. A key project includes the establishment of a Centre for Research at the University of Technology.

Companion Card

- The Companion Card program supports people with severe and lifelong disability to participate in the community, by providing free access to venues and events for a cardholder's companion.
- The Companion Card is provided for life, free of charge, and is exempt from means testing.
- At 30 June 2019 there were more than 30,000 cardholders in NSW.
- From July 2018 FACS brought the administration and operation of the program back into the agency (National Disability Services was previously contracted to provide this service).
- The program is now managed alongside the NSW Seniors Card program. This allows both programs to achieve efficiencies by leveraging resources and expertise.

Carers (Recognition) Act 2010 review

- The *Carers (Recognition) Act 2010* was introduced to provide recognition of carers. It included a Carers Charter with 13 principles that affirm the valuable contribution that carers make and provides guidance to NSW Government departments, local councils and the broader community on issues of significance for carers.
- A review of the Act was concluded in 2016 and the final report included 10 recommendations. FACS continued to implement these recommendations in 2018–19, including increasing awareness of the NSW Carers Charter through an easy to read version of the Carers Charter and an Aboriginal-designed version of the Charter.
- FACS is working with Carers NSW to implement Recommendation One: to facilitate access for carers about carer protections in other legislation and complaints mechanisms. This is being progressed through the establishment of a Carers Rights and Complaints Network with representation from a number of relevant organisations that are working together to develop improved information and understanding about carers.

Supporting carers of social housing tenants

- As part of the Social Housing Management Transfer program, tenants are invited to attend joint drop-in session events and are able to bring their carer and/or advocate. Special consideration is provided to tenants with mobility issues. Tenants are offered a joint home visit by FACS and the community housing provider.
- As part of the Communities Plus relocations program, each tenant's needs are assessed prior to making new accommodation offers. This includes consideration to mobility needs and any modifications required, in consultation with carers and medical health professionals.

Aboriginal Housing Office

- The Aboriginal Housing Office held consultations to support Aboriginal carers during 2018–19 through Services Our Way. Services Our Way provides culturally appropriate service coordination, support and capacity building for Aboriginal and Torres Strait Islander people and families experiencing vulnerability, empowering them to improve their wellbeing and achieve their goals. This includes carers.

Supporting carers of children and young people

- Those providing foster, relative and kin care for children and young people may also be carers as defined by the Act; that is when they are caring for children and young people with disability, medical conditions and mental illness. The following initiatives contribute to supporting those in this dual caring role:
 - introducing My Forever Family NSW to recruit, support and train carers
 - introducing a My Forever Family NSW Annual Carer Survey to measure carer, guardian and adoptive parent views, including satisfaction with the My Forever Family NSW and NGO and FACS services
 - establishing Carer Reference Groups (CRGs) in each district through My Forever Family NSW to help carers have a voice and promote participation in the out-of-home care system in NSW.

Educational strategies

- FACS introduced a specific question regarding caring responsibilities in the 2018 People Matter Employee Survey. It confirmed that 6.5 per cent of staff share caring responsibilities and 31.3 per cent are acting as the principal carer for someone who needs support due to disability, chronic illness, mental illness, dementia or frail age. The question was included again for 2019.
- FACS developed an awareness campaign video for human service agencies to highlight how employers can support carers in the workplace and the resources available on the FACS 'care for a carer' website. The video was launched at the Carers NSW 2018 Biennial Carers Conference.
- FACS created a video of NSW Carer of the Year 2018 Ivy Lau to improve awareness of the carer experience.

Carers Week

Carers Week, which is supported by NSW Government, is an annual national awareness week held in the third week of October. During Carers Week in October 2018, FACS arranged the following:

- **Awareness campaign** – This campaign involved a carer video being played in GP waiting rooms across NSW. The video was shown every 30 minutes in 542 medical centres and 1,751 GP waiting rooms. Carer brochures were made available in these waiting rooms from August to November 2018 that included information to enable carers to reach out for support. This campaign potentially reached 1.3 million people.
- **NSW Carers Awards** – Presenting at the Carers NSW Biennial Carers Conference. These awards recognised individuals and organisations across the state. Awards were presented to 11 individuals and one organisation at a dinner on 11 October 2018, in the lead-up to Carers Week 2018.
- **Carers Week Grants** – FACS funded Carers NSW to administer the Carers Week grants program in 2018, with grants of up to \$300 supporting 400 events across NSW. These events allowed carers to come together and also to reach out to other carers in their community who may not previously have been connected with other carers.

- **Biennial conference** – A successful FACS-funded Carers NSW 2018 Biennial Conference was held on 11–12 October 2018 in Sydney. The conference, which was attended by carers, government representatives, NGO representatives and academics, aims to contribute to the carer research evidence base. FACS ran a plenary session at this conference about the Carers Investment Program and also co-presented a paper with Carers NSW about the Carers Rights and Complaints Network project. The Carers Advisory Council also presented a session at the conference
- **Staff event** – The FACS Inclusion and Early Intervention Directorate held a successful staff event in October 2018 to highlight both Carers Week and Mental Health Month. Invited speakers included a young carer who spoke about his caring role.

Actions taken to ensure staff are aware of and understand the principles of the NSW Carers Charter

During 2018–19, FACS continued to ensure staff awareness and understanding of the NSW Carers Charter by:

- continuing to embed flexible work practices to assist employees who are also carers, including providing flexible work hours, part-time work and personal/carers leave
- providing a dedicated carers page on the FACS intranet, including information about the Act and how employees with carer responsibilities can be supported at work
- promoting the National Carers Week campaign across FACS to acknowledge and thank carers in the workplace as well as the broader community
- continuing to participate in the NSW Public Service Commission's work on developing and promoting a flexible working strategy for the sector
- supporting carers by providing Specialist Helpline services as part of the FACS Employee Assistance Program (EAP)
- continuing to support a FACS Flexible Work Practices Working Group, whose role includes reviewing flexible work role design, building manager capability and related behavioural change initiatives, designing flexible work metrics and developing communication and change strategies
- consulting and engaging with employees with carer responsibilities on policy development and review under the FACS People Policy Development Consultation Framework.

3.4.9 Multicultural policies and plans

FACS implements a range of initiatives and programs under the NSW Multicultural Policies and Services Program (MPSP) to support the culturally and linguistically diverse (CALD) communities we serve.

Key initiatives in 2018–19

Continuing to provide a range of services and initiatives to support cultural and linguistic diversity as outlined below:

- launching a Multicultural Cultural Competence Program for managers and employees to build capability around cultural diversity and inclusion in the workplace and to improve the delivery of services to our culturally diverse clients
- launching the FACS Inclusion Strategy 2018–2021, which includes measures to benchmark and monitor improvement in employee engagement scores for CALD employees through the People Matter Engagement Survey (PMES)
- supporting the release by the NSW Government of the NSW Women’s Strategy 2018–2022, a whole-of-government policy framework that seeks to improve gender equality and equity in NSW; extensive consultation with government and non-government sectors and the wider community informed development of the Strategy, including targeted engagement with organisations representing CALD women
- ensuring that all specialist homelessness services (SHS), including women’s refuges, are available for people from CALD backgrounds, including refuges specifically for Aboriginal women; SHS contracts require service providers to deliver culturally sensitive and appropriate responses and to ensure service delivery is accessible and appropriate for diverse communities, including but not limited to staffing practices and partnerships or collaborations with related organisations working with CALD communities or client groups
- funding multicultural care for an innovative Multicultural Weavers Program (carer peer support) through the Carers Investment Program
- coordinating the development of the new FACS Multicultural Plan 2018–21 and ensuring its priorities align with those of the FACS Strategic Plan 2017–2021 and support other FACS-wide plans, such as the Aboriginal Outcomes Strategy
- consulting with the FACS-wide Multicultural Experts Panel on issues relating to planning, program and service design and practice for culturally diverse clients and communities
- being acknowledged for two key awards for LAHC: the Property Council of Australia National Diversity Award Winner for organisations with over 250 employees, and the Urban Development Institute of Australia NSW Diversity in Development Award for Excellence 2018
- providing cultural and linguistic support as an integral part of LAHC’s bespoke Let’s Talk Waterloo community engagement program, which was shortlisted by the NSW Australasian Institute of Housing Professional Excellence in Housing Awards at the end of 2018–19

FACS also incorporates support for culturally, linguistically and religiously diverse communities into the design of key programs, strategies and initiatives, such as the following:

- **The Quality Assurance Framework (QAF)** – provides casework practitioners with evidence of how a child or young person is faring in care so that they can measure, inform, change and track casework practice over time to try to improve outcomes. As part of the QAF:
 - Aboriginal and CALD young people complete questionnaires, which ascertain cultural connections and understanding and knowledge of the child or young person’s culture, and casework practitioners can use this information to provide further opportunities to connect the child or young person to their culture and measure any changes
 - All trial sites are now utilising a multicultural questionnaire and the Multi Ethnic Identity Measure (MEIM), a validated tool measuring ethnic identity for CALD children and young people aged 12–18 years.

This information is then combined with other relevant agency data, to inform cultural care plans and to improve the support provided to CALD children and young people in care.

- **The Permanency Support Program (PSP)** brings together government and non-government partners as part of a new vision in child protection and OOHC, providing tailored services to vulnerable children and young people so that they can grow up in stable, secure and loving homes.

A key component of the PSP is cultural care planning to ensure children and young people maintain cultural connections. This includes:

- ensuring children and young people are provided with opportunities to participate in activities and experiences to help maintain and support their cultural identity, language, spirituality and religion, connection and sense of belonging to family and community
 - providing a CALD specialist package which provides additional funding to support funded service providers to undertake additional targeted recruitment, training and support of carers who can work effectively with children from CALD backgrounds
 - developing a set of plain language information sheets explaining permanency, the PSP and pathways to permanency in English and six CALD languages (Tongan, Samoan, simplified Chinese, Dinka, Spanish and Arabic) to increase understanding of how we work to provide permanent homes for children for children, young people, families and carers from CALD backgrounds.
- **The NSW Sexual Assault Strategy**, a whole-of-community and whole-of-government approach to sexual harassment and sexual assault, - acknowledges that some individuals and groups may experience greater barriers than others to reporting sexual assault and accessing services, including people from CALD backgrounds. Extensive consultation with the government and non-government sectors and the wider community informed development of the Strategy, including targeted engagement with organisations representing CALD women.
 - **The NSW Domestic and Family Violence Blueprint for Reform 2016–2021: Safer Lives for Women, Men and Children (the Blueprint)** is a whole-of-government strategy for addressing domestic and family violence, with a focus on prevention and early intervention with vulnerable communities, including people from CALD backgrounds. Another action under the Blueprint focuses on delivering quality services, which includes developing competency training opportunities for service providers to ensure they can respond appropriately and effectively with CALD communities.
 - **The NSW Domestic and Family Violence (DFV) Innovation Fund**, a \$20 million commitment under the *NSW Domestic and Family Violence Blueprint for Reform 2016–2021*, is comprised of 20 Innovation Fund projects targeting a variety of priority communities, such as:
 - From the Ground Up to Equality, a whole-of-community prevention program for the Arabic speaking communities aimed at challenging specific drivers of violence in the Arabic communities
 - Building Stronger Families, targeted to CALD communities and providing targeted prevention strategies and early intervention pathways for asylum seeker, refugee and migrant communities
 - ReThink! Anti-Violence project, a peer educator project designed to address negative attitudes that underpin domestic and family violence affecting young people in CALD communities.

Improving outcomes for women in leadership

The NSW Women's Strategy Year Two Action Plan includes a commitment to increase the proportion of women from CALD backgrounds in leadership positions.

Language services

In 2018–19, language services included:

- employing Multicultural Caseworkers from different cultural backgrounds, speaking 22 different languages, specialists who are available to provide secondary casework support to other caseworkers and provide cultural consultation to support CALD communities as well as refugee and newly arrived communities
- conducting targeted campaigns to attract CALD candidates to multicultural child protection and social housing roles
- providing FACS-funded services, with access to interpreter services, at no cost, when required
- providing funding to the Community Migrant Resource Centre, which provides the Multicultural Support Workers Project (MSWP) to build positive relationships between DCJ, non-government organisations and CALD communities; this includes employing bilingual support workers who speak over 40 different languages to promote culturally competent family intervention, provide tailored information sessions about child protection, and Australian law; the MSWP is delivered across the state and in 2018–19 provided support to 78 families with 142 occasions of services, and delivered 18 Child Protection Workshops targeting Hindi/Indian, Burmese/Arakanese, Chinese, Indonesian, Serbian, Afghan and Fijian Indian communities
- offering the Tech Savvy Seniors CALD program (digital literacy training) in more than 12 languages.

Services for refugees

In 2018–19, services for refugees included:

- working collaboratively with Commonwealth, state and non-government agencies to support the resettlement of refugees in NSW through the Housing Contact Centre, including making available private rental products to support refugees build a life in Australia by helping them access stable, affordable housing and preventing homelessness
- coordinating a workshop in the Hunter and Central Coast District where FACS Multicultural Services presented the government and non-government sectors on the story of refugee families resettling and the use of interpreter services; following positive feedback, the event will be run again early in 2020
- working with FACS Multicultural Services to ensure culturally appropriate communication is being delivered to CALD and refugee families in the Hunter Central Coast District - this has resulted in strong partnerships with Settlement Services International and partner organisations
- establishing a working party in the Hunter and Central Coast District, incorporating FACS, federally funded Migrant Services, Police and resettlement services, to look at resettlement issues with focus on safety and wellbeing for children and families
- continuing to work with Commonwealth, state and non-government agencies to support the resettlement of Syrian and Iraqi refugees in the Western Sydney Nepean Blue Mountain District
- coordinating the Community Learning Circle in partnership with the Community Migrant Resource Centre and other community service providers in Western Sydney to address child protection issues to newly arrived communities; in 2018–19 Community Learning Circle was delivered to address issues for the Syrian, Iraqi and Kurdish communities
- collaborating on a publication between FACS' Pathways of Care Longitudinal Study team and Settlement Services International to look at 'Wellbeing and cultural maintenance of culturally diverse children in OOHC, a paper aimed at determining whether current cultural maintenance practices are related to CALD children's socio-emotional wellbeing and felt security, by placement type (children living with/not living with a relative/kin). A draft report has been produced which is now under review.

Key multicultural strategies proposed for 2019–20

In 2019–20, DCJ will continue to support our CALD clients and staff by:

- continuing to conduct regular and targeted campaigns to attract CALD candidates through the use of targeted advertising to promote multicultural child protection and social housing roles
- continuing to monitor and improve employee engagement scores for CALD employees using People Matters Employee Survey (PMES) results
- expanding and embedding Multicultural Cultural Competence Program for managers and employees
- continuing to work with Commonwealth, state and non-government agencies to support the resettlement of refugees in NSW
- working with the newly arrived Congolese Refugee group in the Hunter District to assist them with gaining a clear understanding of children and safety, including supporting Community Service Centre staff with available resources and various strategies to facilitate understanding of FACS services for people of CALD background or refugee status
- continuing to roll out the NSW Women's Strategy 2018–2022 Year Two Action Plan for actions until 30 June 2020 including a number of initiatives targeted to multicultural communities and women of CALD backgrounds
- following the finalisation of the 'Wellbeing and cultural maintenance of culturally diverse children in Out-of-Home Care' Report, the POCLS team will work with Settlement Services International (SSI) to consider how the findings of the report can be translated into policy and practice
- increasing the number of languages offered under the Tech Savvy Seniors CALD program to over more than 14 languages
- co-designing the new NSW Carers Strategy in collaboration with CALD stakeholders, including holding CALD-specific workshops and focus groups
- working towards alignment of multicultural planning, reporting and governance structures across the newly formed Department of Communities and Justice, formed as a result of machinery of government changes
- coordinating business reporting against the Multicultural Plan, and escalate any high-level issues to the Department of Communities and Justice Board on the advice of the Multicultural Experts Panel
- developing an easy to read version of the FACS Multicultural Plan 2018–2021 to assist people with disability, people with low literacy and people for whom English is their second language to understand our commitment in this area
- progressing the 2019–2020 funding rounds for the Investing in Women program to promote gender equity in the workplace and financial security for women, including prioritising projects that support women from CALD backgrounds.

3.4.10 Disclosure of controlled entities

The FACS financial entity incorporates the department operational clusters of Southern & Western and Northern, and the divisions of Commissioning, Corporate Services, the Aboriginal Housing Office (AHO) group of staff, the NSW Land and Housing Corporation (LAHC) group of staff, and the John Williams Memorial Charitable Trust (JWMT). FACS as a reporting entity comprises all divisions and clusters under its control as noted above, as well as the related entities.

John Williams Memorial Charitable Trust

The FACS financial entity incorporates the department and JWMT.

JWMT is a special-purpose reporting entity; it owns eight properties in NSW which are used to provide respite care and accommodation for children with disability. The net book value of the properties was \$9.4 million at 30 June 2019, with a cash balance of \$1.5 million at 30 June 2019. The cash balance is held in interest earning facilities and is used to facilitate ongoing maintenance of the properties. The trust has no performance targets or measures.

Separate financial statements are prepared for FACS (Parent Agency) and JWMT. The FACS consolidated financial statement represents FACS (Parent Agency and JWMT).

Aboriginal Housing Office

The AHO is a statutory authority established in 1998 pursuant to the *Aboriginal Housing Act 1998*. The AHO as a reporting entity comprises of the AHO and the Dunghutti Aboriginal Elders Tribal Council Trust.

NSW Land and Housing Corporation

LAHC is a NSW Government entity. It is a statutory body and has no controlled entities. Separate financial statements are prepared for LAHC, as it was a non-controlled entity within the FACS cluster for the year ending 30 June 2019.

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The total production cost of the FACS Annual Report 2018–19 is \$11,785.

