



Family &  
Community Services

# Annual Report 2011-12



# Letter to the Ministers

**The Hon. Pru Goward MP**

Minister for Family and Community Services  
Minister for Women  
Parliament House  
Sydney NSW 2000

**The Hon. Andrew Constance MP**

Minister for Ageing  
Minister for Disability Services  
Parliament House  
Sydney NSW 2000

Dear Ministers,

I am pleased to submit the Department of Family and Community Services Annual Report 2011–12 for presentation to the NSW Parliament.

This report and the accompanying financial statements fulfil the requirements of the *Finance and Audit Act 1983*, the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Departments) Act 1985*.

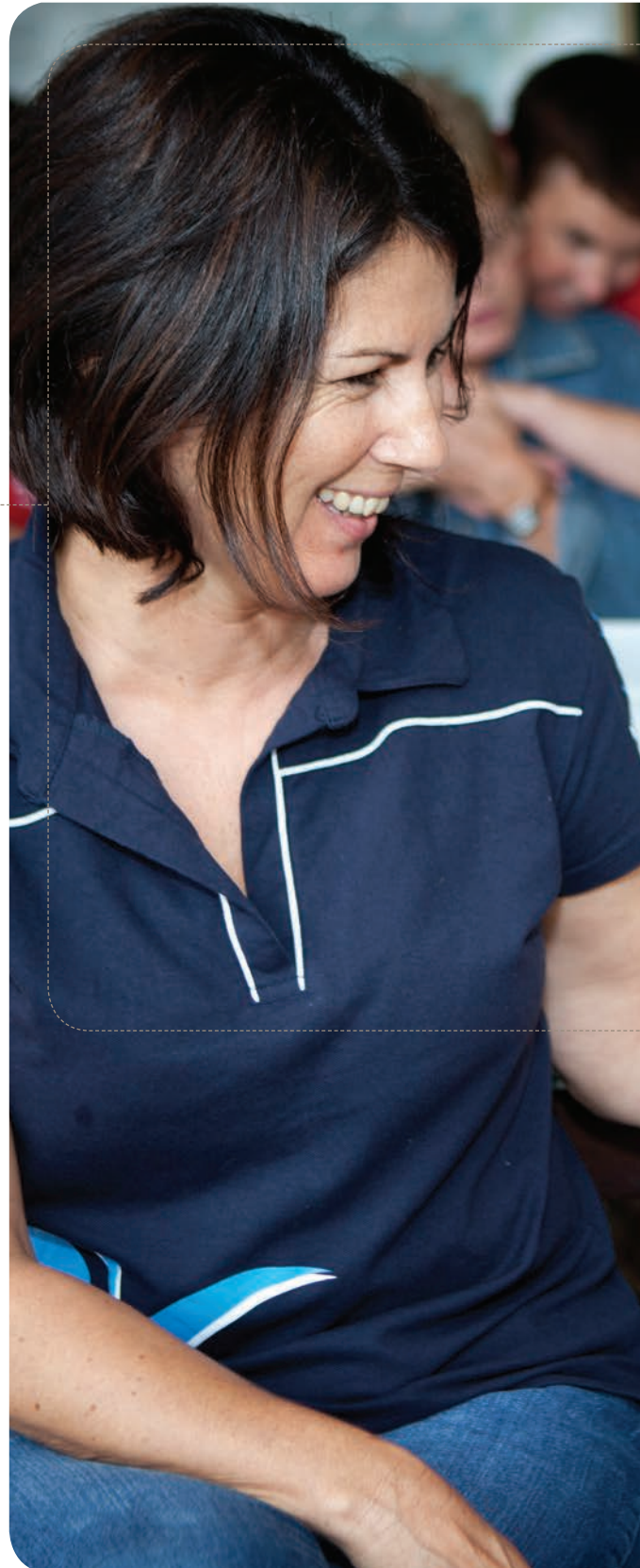
Following the report's tabling in Parliament, it will be available for public access on the Department of Family and Community Services website at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

FACS will make available additional key performance data in a companion document also accessible on the Department's website to comply with NSW Government policy on openness, accountability and transparency (NSW 2021 Goal 31).

Yours sincerely



Jim Moore  
Director General





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FACS financials and funds granted to non government organisations are printed as separate volumes and available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

## Director General's message



*“Clients and how best to support them is at the centre of what we do and we are continually looking for ways to improve our services.”*



**The Department of Family and Community Services mission is to enable vulnerable people to participate fully in NSW social and economic life and build stronger, more sustainable and inclusive communities.**

Many people in our communities face challenges that complicate their lives. We do our best to support people through their challenges so that they can live well and participate fully in their communities. Often by the time FACS becomes involved in people's lives, problems have already crystallised and are having a substantially negative impact on their lives and of those around them. We must continue to support and intervene in crisis situations, and do this well. But we must also look to how we can act earlier, more effectively and more sustainably to give every member of our community the best possible chance of living a good life.

Services delivered or funded by the Department reach some 800,000 people in NSW. Our client service divisions are our life force: Ageing, Disability and Home Care, Community Services, Housing NSW and the Aboriginal Housing Office.

By far our greatest asset is our workforce: the 20,000 people who work with clients or work to support those working with clients. And let's not forget the additional tens of thousands of people working for our service partners in the non government sector.

It has been a year with many highlights – working with our community partners to get the best outcomes for children in Out-of-Home Care, the launch of a whole of government Ageing Strategy for NSW, progress in implementing the Productivity Commission's recommendations to establish a National Disability Insurance Scheme, the first *Women in NSW Annual Report* and the first *Child Deaths Annual Report*, both NSW Government commitments. Social housing waiting lists have become more transparent, many thousands of people with disability and their families and carers have participated in person centred consultations throughout NSW in readiness for individualised funding. New legislation to enhance the occupancy rights and support of vulnerable boarding house residents has been developed, and we have expanded our supports for women and children escaping family violence.

Continually improving what we do at the service delivery level is an integral component of a well run service system. In addition, the Department is building a reform agenda based on three key principles: the right services, at the right time, embedded in local communities.

**Right services.** Services must focus on what it is that will make the most difference to individual clients and their families, not on traditional programmatic responses. In the disability area we are reconfiguring the entire service system to be person centred and to offer everyone individualised funding – the most dramatic reforms being implemented in Australia. This thinking has the potential to be applied across everything that we do in the Department.

**Right time.** We are working to intervene earlier and break the cycle of disadvantage. We need to find better ways to stop problems escalating to such an extent that they have life long and perhaps even intergenerational effects on families and communities. Early intervention and prevention has become a catch-cry in the human services sector. This is more a life cycle approach to supporting people when they need it most.

**Right community.** Strong and evolving partnerships with the non government sector and other government agencies is an essential element of our plans. We must work closely and locally with our community partners to build inclusive communities. We must also work across government to ensure that mainstream services are supporting vulnerable people with issues as they emerge.

I am convinced that the Department can work better together across its portfolios to have a positive impact on the lives of vulnerable people in NSW: we must build responsive, local, and integrated services supported by strong partnerships throughout the community.

We achieved a lot this year and I look forward to continuing this work in 2012-13 with our clients and with the dedicated staff at FACS and our community partners throughout NSW.

Finally and importantly I thank the Hon. Pru Goward MP, Minister for Family and Community Services, Minister for Women and the Hon. Andrew Constance MP, Minister for Ageing and Minister for Disability Services, for their leadership and support.



**Jim Moore**  
**Director General**  
**Department of Family and Community Services**





# PART 1

## FACS overview

- 1 | At a glance
- 2 | *NSW 2021*
- 3 | How FACS is driving reform
- 4 | Our financial performance

# 1 | At a glance

## Who we are

The Department of Family and Community Services (FACS) works to support vulnerable people to participate fully in NSW social and economic life and build stronger, more sustainable and inclusive communities. FACS aims to improve services and lives for vulnerable and disadvantaged families and communities across NSW and lead the way in social innovation. FACS supports over 800,000 people across NSW through its own services and through non government organisations (NGOs) that it funds to provide services. We provide seniors cards to over 1 million seniors, and reach an estimated 1 million additional people through local community based programs.

Family and Community Services brings together:

- the Aboriginal Housing Office
- Ageing, Disability and Home Care
- Community Services
- Housing NSW
- Women NSW (formerly Office for Women's Policy)
- Office for Ageing
- Office for Carers
- NSW Businesslink.

These service providers are supported by central divisions of Strategy and Policy and Corporate Services.

## What we do

Our primary goal is to help families and individuals across NSW live better lives and contribute significantly to their communities.

Often FACS services fill the gap when vulnerable and disadvantaged people and families do not receive the supports they need through the community or mainstream services.

Our clients include seniors and young people, children and families, people with disability and their families and carers and those who are homeless or at risk of homelessness. Our clients include Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds.

In 2011-12 FACS began to craft an ambitious reform agenda to overcome the legacy of the past, to break down service silos and meet future challenges. We are driving the social policy agenda in NSW by investing in sound research and analysis. Equipped with evidence of what works for our clients, we can achieve our ambitious vision for a reformed service system through innovative approaches to entrenched societal problems in the context of growing economic and social pressures.



## Our structure

A new overarching structure for FACS was announced on 8 May 2012.

The new structure better aligns FACS to improve services for families, individuals and communities.

The roles of all FACS divisions and cluster agencies are outlined in the table below:

FACS division or cluster agency	Role
Aboriginal Housing Office	Developing safe, affordable and culturally appropriate housing, for Aboriginal people.
Ageing, Disability and Home Care	Supporting older people, people with disability and their carers to live in their own homes and participate in community life.
Community Services	Protecting children and young people at risk of significant harm through effective early assistance and prevention services, statutory child protection interventions, and Out-of-Home Care services.
Housing NSW	Helping to build a stronger community through housing support for people in need including responses to homelessness, social housing, affordable housing and private rental initiatives.
Women NSW	Providing leadership in promoting positive outcomes for women in NSW through policy development and collaboration with other government agencies, businesses and the community.
Office for Ageing	Promoting a contemporary response to an ageing population and positive outcomes for seniors through the implementation of the NSW Ageing Strategy and leading of cross agency work and collaboration with businesses and the community.
Office for Carers	Supporting the recognition and support of carers in NSW through the implementation of the <i>NSW Carers (Recognition) Act 2010</i> across government and in collaboration with other government and non government agencies and businesses.
NSW Businesslink	Providing shared human resources, information and property services, to help FACS better serve its clients.
Strategy and Policy	Coordinating whole of FACS strategic policy and innovation, national and cross government policy and reform, priority population group strategy, evidence based development and capability, and departmental governance, audit and risk.
Corporate Services	Delivering efficiency and effectiveness of strategic corporate and shared services to improve frontline services.

# The FACS Executive team

From left to right: Alastair Hunter, Albert Olley, Jim Longley,  
Jim Moore, Mike Allen, Maree Walk





## Alastair Hunter

Acting Deputy Director General  
Corporate Services

## Albert Olley

Chief Executive  
Businesslink

## Jim Longley<sup>1</sup>

Chief Executive  
Ageing, Disability and Home Care

## Jim Moore

**Director General**  
**Department of Family and Community Services**

## Mike Allen

Chief Executive  
Housing NSW  
Acting Chief Executive Aboriginal  
Housing Office

## Maree Walk

Chief Executive  
Community Services

## Maura Boland<sup>2</sup>

Acting Deputy Director General  
Strategy and Policy

<sup>1</sup> Jim Longley was appointed Chief Executive of Ageing, Disability and Home Care on 24 July 2012.

<sup>2</sup> Maura Boland is absent from this photo.

## 2 | NSW 2021

### What is NSW 2021?

NSW 2021 is the NSW Government's 10 year plan to guide policy and decision-making to deliver the government's priorities. It sets long term goals with measureable targets and priorities for action and guides resource allocation to achieve these goals. NSW 2021 reflects the government's commitment to growth, accountability, service delivery, improved opportunities and quality of life for people in NSW.

NSW 2021 is the product of extensive community consultation. It delivers on the election commitments of the government and establishes the framework for the community, business and government to work together. NSW 2021 contains 32 goals and 180 targets to drive action based on the following five strategies:

- rebuild the economy
- return quality services
- renovate infrastructure
- strengthen our local environment and communities and
- restore accountability to government.

### What are the FACS goals under NSW 2021?

We are the lead agency for the following three goals.

#### Goal 13: Better protect the most vulnerable members of our community and break the cycle of disadvantage

Key initiatives and achievements in 2011-12 towards goal 13 include:

- commenced the transfer of Out-of-Home Care (OOHC) services to non government organisations, including planning, contract reform and negotiation of the transfer
- published the first Child Deaths Annual Report in December 2011 to boost transparency, accountability and reform to improve services
- reached agreement for a national regulatory system for community housing providers
- improved housing in remote communities with a further 35 new houses, including safe houses, and refurbishments of 90 properties, plus an additional 13 dedicated properties to give Aboriginal people better educational and employment opportunities



- funded and called tenders for five new *Staying Home Leaving Violence* sites to help victims of family and domestic violence to stay in their homes and remove perpetrators
- committed to protecting vulnerable people living in the state's boarding houses through the NSW Boarding Houses Bill 2012.

#### Goal 14: Increase opportunities for people with disability by providing supports that meet their individual needs and realise their potential

Key initiatives and achievements in 2011-12:

- committed \$2 billion over five years as part of the 2011-12 Budget to *Stronger Together 2*. This funding will deliver over 47,000 new places, build long term pathways throughout the service system and deliver a person centred approach and individualised funding
- undertook a program of community engagement called *Living Life My Way* to inform the development of a person centred approach in NSW and guide the expansion of individualised support services
- as part of *Living Life My Way*, we conducted 350 consultation sessions with more than 4000 people with disability, their families, service providers and other stakeholders between August and December 2011



- continued to promote employment opportunities for people with disability including within the NSW public sector through the *Ready, Willing and Able* employment strategy
- expanded the Self Managed Model (SMM) in the *Community Participation, Life Choices* and *Active Ageing* programs. A total of 89 service providers now provide the SMM, enhancing client choice and providing greater flexibility and control by clients of their individualised day program funding
- increased the availability of individualised funding to all clients in the *Community Participation, Life Choices*, and *Active Ageing* programs.

#### Goal 25: Increase opportunities for seniors in NSW to fully participate in community life

Key initiatives and achievements in 2011-12:

- developed a whole of government Ageing Strategy via roundtable discussions and statewide consultations
- allocated funding support to the University of the Third Age (U3A) for training and websites
- established *NSW Grandparents Day*, to be held on the last Sunday of October each year

FACS also contributes to the achievement of the following three goals which enable families and individuals across NSW to lead better lives:

#### Goal 1: Improve the performance of the NSW economy:

- developed strategies to identify women ready to participate on government boards and committees. A website portal for Women on NSW Government Boards and Committees has been developed and will 'go live' on the Women NSW website in late 2012
- established partnerships with local government, industry and non government organisations to promote the recruitment and retention of women in non-traditional trades
- established the Council for Women's Economic Opportunity.

#### Goal 16: Prevent and reduce the level of crime:

- promotion of the reintegration in society of people leaving custody through targeted housing and support models. Four initiatives focus on assisting young people leaving Juvenile Justice facilities.

#### Goal 26: Fostering opportunity and partnership with Aboriginal people:

- implemented 11 initiatives under the *Homelessness Action Plan* (HAP) to provide appropriate long term housing and support to Aboriginal clients who are homeless or at risk of homelessness. Four new initiatives specifically target Aboriginal clients
- trialling of the *Protecting Aboriginal Children Together* (PACT) model, a new decision-making model to find better ways to keep Aboriginal children safe
- funding of \$1 million to four *Aboriginal Intensive Family Support* services to support 116 families
- continued to implement the *Build and Grow Aboriginal Community Housing Strategy* to support Aboriginal community housing providers to improve housing outcomes for Aboriginal people with 54 providers committing to the reform strategy, 269 dwellings upgraded and \$3.07 million provided in time-limited grants and subsidies to support improved property and tenancy management.

The first *NSW 2021 Performance Report* was released with the 2012-13 Budget on 12 June 2011 and is available at [www.2021.nsw.gov.au](http://www.2021.nsw.gov.au) ●

## 3 | How FACS is driving reform

We need to work better and smarter so that we are optimally positioned to improve services and lives for vulnerable people and families across NSW. We need to work more closely with community partners and ensure we harness community capacity to deliver the best outcomes for those we support.

There are very real challenges now and into the future as FACS leads reforms that make a difference in the lives of vulnerable individuals and families across NSW. A complex interaction of factors is driving demand and placing additional pressure on services. These include global economic uncertainty, demographic change, public and private housing costs, workforce participation rates and for many individuals and families, complex social problems such as violence, substance misuse, mental illness and poverty.

The economic environment facing governments today is challenging. This year's Federal Budget confirmed a collapse in GST revenue nationally, which for NSW will mean a reduction of more than \$5 billion in GST revenue over the next four years. The decline in government revenue only adds to the need for FACS to be innovative, seek out effective and rewarding partnerships and develop new and better methods of delivering meaningful support.

We are also faced with pressures from an increasing population undergoing major demographic change. As the state's population continues to grow we are also seeing an increase in the number and proportion of older people and increases in the number of people with disability.

NSW also has a higher proportion than the national average of low income households living in rental stress. Escalating housing costs in the public and private markets are both increasing the demand for assistance and making it more expensive for government to provide that assistance. Social housing has increasingly been targeted to those in most need as the public housing system has been under significant stress over a number of years.

### Reform agenda

A significant amount of work has been undertaken in the past year to reposition FACS to align with the NSW Government's priorities and to respond to the ongoing and emerging economic and social challenges.

### People, not programs

Putting people first underpins our reform agenda – in order to deliver innovative and appropriate assistance, FACS must move away from a program-focused, one size fits all approach, towards harnessing individual aspirations and local opportunities.

FACS is transforming services for people with disability. Through *Stronger Together 2* we are investing more than \$2 billion to transform the way we support people with disability, their families and carers. People with disability will be at the centre of decision-making and be able to choose the right assistance at the right time. People with disability will have access to individualised funding arrangements, and the support to choose the right services for them. They will be able to build their strengths, and participate and contribute to their communities.

To complement this reform the NSW Government is collaborating with the Commonwealth Government on a National Disability Insurance Scheme (NDIS) to provide long term, sustainable support for people with disability and their families. Reaching ourselves for this trial phase is a major focus for FACS in 2012-13.

Vulnerable people and families facing homelessness are at the centre of a person centred project promoting "street-to-home" accommodation coupled with support services. The Camperdown Project in inner city Sydney, a partnership with the Commonwealth Government and Mission Australia, embraces the *Housing First* model. Foremost in responding to a person's basic needs is stable housing in a safe environment, complemented by a holistic suite of services individually planned and suited to meet their support needs.

FACS is also exploring new person centred strategies for working with people who have complex needs. Improved services need to be built around an integrated, complementary whole of agency approach to a person's individual support needs, instead of the traditional approach which focused on dealing with each need separately and within a rigid program structure.

Additionally, FACS is implementing *Practice First* in Community Services. *Practice First* is a new model of working with families through building genuine and responsive relationships. *Practice First* promotes an individual and tailored partnership with the family and community that results in caseworkers being able to spend more time effectively with families and less time on unnecessary and/or unsuitable procedures.

## Preventing problems from escalating

To deliver improved outcomes for people, FACS must break the cycle of disadvantage through a focus on delivering the right services at the right times which helps to address the root causes of problems before they become entrenched.

Reforms to the child protection system incorporate a greater emphasis on preventing families from becoming involved in the statutory system. Too many children continue to be at risk, with lifetime and multi-generational consequences. Through evidence based prevention and early assistance services, front line staff will have more time to work face to face with families, reducing risks to children.

The *Going Home, Staying Home* reform agenda will improve integration of homelessness services including access, assessment, intake and referral. This suite of initiatives will shift the focus away from a crisis driven response to homelessness.

Women NSW, in partnership with state government service agencies, is developing a whole of government domestic and family violence framework which will focus on holding perpetrators of violence to account, changing behaviours, deterring reoffending, and changing community attitudes.

FACS continues to respond to the ongoing challenges associated with complex family situations involving substance abuse, mental health issues, family violence and intergenerational cycles of abuse. By working in partnership with communities, non government organisations and other government agencies, we all share responsibility in preventing problems before they require specialist intervention. Stronger linkages with other government services such as health and education will allow us to better support vulnerable people.

FACS recognises that we need to change in order to work better and smarter as part of a broader community response to improve services and lives for vulnerable people.

## Harnessing the capacity of the community

Change cannot be achieved in isolation. Non government organisations have the capacity to create social capital in a way that government and the private sector cannot. The non government sector's crucial contribution requires government facilitation and support. Only by working in genuine partnership with service providers and local communities can the whole sector, including government, increase and leverage social capital.

That is why FACS is working more closely with non government organisations to identify new and innovative service delivery methods. We have already begun a range of initiatives.

In partnership with the Association of Children's Welfare Agencies (ACWA) and Aboriginal Child, Family and Community Care State Secretariat (AbSec), FACS has established the Transition Program Office in Community Services to coordinate the transfer of Out-of-Home Care to the non government sector. The Transition Program Office works alongside non government organisations to engage and support carers as they transfer to new non government service providers.

We are also working to improve women's economic opportunities by increasing women's participation in non-traditional trades. The new Council for Women's Economic Opportunity has been established and is paving the way for a partnership between government, non government organisations and the private sector to tackle this issue, leveraging the networks of each to deliver a positive social outcome.

As our population ages and people are increasingly healthy into later life, the challenge to government is to facilitate and embrace opportunities with communities, businesses and non government organisations. The government's NSW Ageing Strategy sets out a plan to increase the participation in, and contribution to, our communities and allow us to realise the benefits of an ageing population.

We have worked across government over the past year to identify priorities and actions that will enable people with disability to live in their communities and pursue their goals and interests. This will result in a public plan to implement the National Disability Strategy in NSW and strengthen efforts related to Disability Action Planning. These efforts to improve access to and outcomes from mainstream and community services will complement the reforms under *Stronger Together 2* and the NDIS.

In 2011-12 FACS supported social housing residents and applicants with improved access to information, advice and opportunities so they can more actively participate in finding housing solutions. We also worked with local councils and non government organisations to enhance community wellbeing in nine social housing locations.

Building the capacity of the community sector and linking mainstream, community and specialist government services is a strong feature of the FACS reform agenda. Tailored capacity building initiatives that reflect the unique requirements of communities and service types are underway. This includes: the NSW Industry Development Fund; the Community Housing Industry Development Framework and Strategy; and the *Keep Them Safe* Workforce and the NGO Capacity Building Plan. The common theme across these strategies is building capabilities to improve services and lives.

Non government organisations are effective voices in changing attitudes in the general community. FACS works with the community to do better and remove barriers to individuals building a full life. We do this through a range of strategies to improve the economic circumstances of vulnerable and disadvantaged families in NSW.

Given the importance of workforce participation to the wellbeing and future prospects of individuals and families these strategies provide opportunities in areas such as employment. Over the past year NSW has steadily improved its unemployment rate however under-representation among some groups remains. The *ABS Survey of Disability, Ageing and Carers (2009)* shows that the proportion of people with disability in the labour force is 53.4 percent compared to 81.5 percent for those with no disability. The number of carers outside the workforce is also increasing, with those not in the labour force rising from 367,000 in 2002 to 594,000 in 2009.

We harness the capacity and strengths of communities and those who live in them by working locally. We need to encourage our local staff, community organisations and our government partners to work and plan together. We need to encourage innovation and the delivery of services that respond to the needs of local people and their communities.

## Driving a capable department and service system

As a social policy leader in NSW, we are investing not only in robust and rigorous evidence but also in the creativity and innovation that can transform lives through improved services. This includes strengthening partnerships by improved engagement with the non government sector and benefiting from its capabilities and expertise.

FACS is committed to improving lives for vulnerable people and using responses in the most effective way, through organisational improvement, ongoing reform and rigorous program evaluation. The services we provide and fund need to deliver the best possible outcomes for our clients. For this reason, we are implementing a series of program reviews across the organisation as part of our work on ongoing organisational improvement and future service planning.

We are also strengthening our policy capability to ensure an integrated whole of FACS response to service system and community challenges. We are building on the research approach used in the review of how people with disability are supported in NSW, which highlighted the gaps in our existing services and the need to adapt our system to meet the challenges of the future. We will be applying this approach to all FACS client groups to identify opportunities for innovation and improved targeting and early assistance.

We have been supporting the disability sector to respond to the changing environment. The NSW Industry Development Fund held a seminar in February 2012 aimed to equip the boards and senior staff members of non government organisations to meet the challenges of reforming the disability services sector in the transition to person centred approaches.

In child protection, FACS is committed to simplifying policies and procedures that guide practice and delivering technology and systems solutions that support casework efficiency. Work continues to improve tools available for decision-making and managing and reviewing performance.

Enabling local communities to make decisions is crucial to improving services and lives. FACS has established a Strategic Reform Unit to support initiatives for better integrating local services, and to develop an organisational model that further localises and integrates the FACS-wide service system. This includes giving clients and their communities more say in the design, planning and delivery of services, streamlining activities that are commonly performed across FACS, and removing role duplication across services.



Driving a reform agenda that delivers a capable department and service system includes strong commitment to the recommendations of the NSW Commission of Audit. The report provided valuable evidence to support our reform agenda. In line with the Commission's findings, FACS is continuing to align its strategic, corporate and shared services reforms with the government's overall public sector management agenda, which focuses on fixing the structures of government and improving how we manage finances, people and assets.

Business as usual cannot and will not improve services and lives. Change is needed to ensure we all share responsibility for preventing problems from escalating and requiring specialist intervention. We need to build on and link up with existing efforts and partner with the community sector's capabilities and expertise. This partnership approach will provide vulnerable individuals and families with improved support to take responsibility for the choices and decisions that affect their lives. ●



# 4 | Our financial performance

## Formation and reporting structure

The FACS financial results incorporate the Ageing, Disability and Home Care, Community Services, Housing NSW, Aboriginal Housing Office Group of Staff, as well as departmental staff who provided employee-related services to NSW Businesslink, our shared service provider. FACS as a reporting entity comprises all the entities under its control as noted above as well as the Home Care Service of NSW (HCS) and the John Williams Memorial Charitable Trust. Separate financial statements are prepared for other entities within the FACS cluster, namely Home Purchase Assistance Fund and NSW Businesslink Pty Ltd. Financial details for these entities can be found in their respective Annual Reports. All entities are not-for-profit entities.

On 1 July 2011 the group of staff previously employed by the department who provided personnel services to the Land and Housing Corporation, specifically in respect of managing the NSW Government's housing portfolio, were transferred to Department of Finance and Services.

## Financial performance

FACS continues to build on sound financial management practices in delivering a broad range of services.

FACS total income for the year was \$5.199 billion, with the vast majority of the income provided via Appropriation and Grants (\$4.953 billion) by the NSW and Commonwealth Governments and through the provision of goods and services (\$190 million).

In 2011-12, we had expenditure of \$5.142 billion in delivering services across NSW and \$108.3 million on capital works. Our largest category of expenditure of \$3.006 billion was in the delivery of our major programs including the *Disability Services* program, *Home and Community Care* (HACC) program, *Out-of-Home Care* (OOHC), *Prevention and Early Intervention* and *Aboriginal Communities Development* programs. Many of these programs are delivered by non government organisations on our behalf. During the year we made payments of over \$2.67 billion to non government organisations (\$2.35 billion) and other NSW and local government agencies to deliver these funded services.

## The Department's major expenditure categories are summarised below

	2010-11 \$billion	2011-12 \$billion
Delivery of major programs <sup>1</sup>	\$2.424	\$3.006
Employee related expenditure	\$1.674	\$1.620
Other operating costs	\$0.410	\$0.442
Depreciation and amortisation	\$0.065	\$0.074

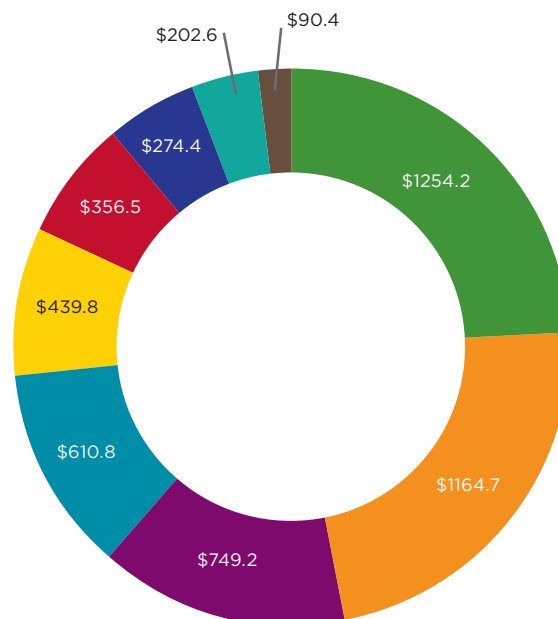
<sup>1</sup> The increase in expenditure on major programs primarily relates to the inclusion of Housing related programs in FACS from 1 July 2011 and additional funds for Disability Services through *Stronger Together 2*

## Managing financial performance and minimising risk

We are committed to managing our financial performance and minimising our liabilities and risks. FACS has an Audit and Risk Committee (ARC), a Chief Audit Executive and operates an Enterprise Risk Management Framework, in compliance with Treasury policy 09-05. The ARC provides overall stewardship of audit activities, audit recommendations, financial reporting and compliance and risk management practices. The FACS ARC supplements and strengthens the existing ARCs within the former departments and the day-to-day executive oversight and governance.

## FACS Financial Summary – Total expenses excluding losses 2011-12

- Community support for people with disability, their family and carers \$1254.2m
- Supported accommodation for people with disability (including Home Care Services) \$1164.7m
- Out-of-Home Care \$749.2m
- Housing policy and assistance \$610.8m
- Short-term intervention for people with disability, their family and carers \$439.8m
- Statutory child protection \$356.5m
- Community development and support \$274.4m
- Child, Youth and Family Prevention and Early Intervention Services \$202.6m
- Other (includes Businesslink and AHO Personnel Services costs) \$90.4m



## Aboriginal Housing Office

The AHO is a statutory body that plans and administers the policies, programs and asset base for Aboriginal housing in NSW. The agency is a not-for-profit entity. Total revenue for the year was \$168.7 million comprised mainly of State and Commonwealth Government funding in relation to the National Affordable Housing Agreement (NAHA) and the Partnership as well as rental income generated from its client base. Total expenditure for the year was \$92.8 million, the major expense categories are shown below. The Capital Program for the year was \$31.4 million for new dwellings for Aboriginal clients. Total assets at 30 June 2011 were \$1.234 billion.

The financial statements for the Aboriginal Housing Office (AHO) are reported in the FACS Cluster annual report and their financial performance is summarised below. ●

## Aboriginal Housing Office expenditure

	2010-11 \$million	2011-12 \$million
Property repairs and maintenance	\$33.6	\$36.8
Grants and subsidies	\$27.5	\$19.6
Personnel services costs	\$8.7	\$14.2
Capital expenditure on new dwellings	\$47.1	\$31.4

<sup>1</sup> The variance in expenditure is primarily due to the timing of Aboriginal Community Housing Providers deciding to participate in the Build and Grow Community Housing Strategy, which is required before receipt of relevant grants and subsidies.





# PART 2

## Improving services and lives

- 1 | Improving the lives of children and young people
- 2 | Improving social housing and homelessness services
- 3 | Supporting people with disability to realise their potential
- 4 | Reducing domestic and family violence
- 5 | Engaging seniors to participate fully in community life
- 6 | Increasing women's economic opportunities and participation
- 7 | Supporting people in their local communities

1 | Improving services and lives

# 1 | Improving the lives of children and young people

## 1 | Improving services and lives

# 1 | Improving the lives of children and young people

Childhood experiences have enduring effects. That's why we work closely with vulnerable families, other government departments and community organisations to keep children safe. We aim to ensure that children and young people most at risk of abuse and neglect get the help they need, when they need it.

FACS has commenced far reaching reforms to build on the current strengths of the system while improving performance by:

- building a sustainable child protection and Out-of-Home Care (OOHC) system
- responding to families with multiple and complex needs.

## Priorities

We focus on children's development and responding effectively to family need. Priority actions include:

- providing responsive family support and case management
- protecting children and young people at risk of significant harm (ROSH)
- providing and funding accommodation and support services for children and young people who can no longer live at home
- funding community development and support to strengthen families and communities
- supporting children, young people and their families through prevention and early assistance and restoration.

Through *NSW 2021* FACS is the lead agency to deliver the NSW Government commitment of:

- reducing the rate (per 1000 population) of children and young people reported to be at ROSH by 1.5 percent per year
- reducing the rate (per 1000 population) of children and young people in statutory OOHC by 1.5 percent per year.

## Achievements

Key achievements in 2011–12 include:

- implementing the transfer of OOHC to the non government sector, including an investment of \$124 million over four years to the non government sector to deliver OOHC
- implementing the *Keep Them Safe* action plan
- transitioning the delivery of *Brighter Futures* to the non government sector and beginning *Strengthening Families*, a statutory child protection response focused on improving the safety and wellbeing of children who are assessed as being at the highest risk of future abuse or neglect.

## Reforming the child protection system

FACS is implementing further reforms to build capacity in the child protection system. Our aims are to ensure that fewer children and young people are vulnerable to abuse and neglect and that those considered at risk have a better future. To achieve this, we are creating a stronger, more flexible and responsive child protection sector with more emphasis on prevention and improved early assistance strategies. By doing so we will be able to engage families before problems escalate.

We will first examine the effectiveness of existing reforms and then address the gaps in the *Prevention and Early Intervention, Family Preservation and Restoration* and *Strengthening Families* programs. Reform entails removing the barriers preventing caseworkers from engaging families earlier and putting children and young people at the centre of their work. It also involves:

- transforming casework practice to deliver better outcomes
- strengthening work with families to stop problems becoming crises
- developing clearer referral pathways
- working more collaboratively with our partners in other government and community agencies.

The end result should be more timely and accessible services for families and less need for the statutory reporting of children.

## Keep Them Safe

The Special Commission of Inquiry into Child Protection Services in NSW, commonly referred to as the Wood Inquiry, highlighted that the safety and wellbeing of children and young people is a shared responsibility for the government and non government sector, parents and the broader community, and that caseworkers must be freed up to concentrate on the most serious child protection cases. The implementation of the *Keep Them Safe* action plan flows on from this.

Funding of \$118 million was allocated in 2011–12 for:

- improving prevention and early intervention
- improving services for Aboriginal children and young people
- increasing our investment in child protection services
- improving OOH services through real reform.

We have now implemented the majority of Commissioner Wood's recommendations and have either begun implementing the remainder or are including them in long term reforms.

Better support for vulnerable children, young people and families in their local areas is already being delivered as a result of the government's partnerships with community agencies, through the Family Referral Services. On 8 June 2012 the NSW Government announced three additional Family Referral Services to join the five previously established. These build on the earlier work achieved through partnerships in the Western, Hunter/Central Coast, Mt Druitt, Illawarra and New England/North West areas.

Child Wellbeing Units have continued to provide consultation and advice to mandatory reporters on their

concerns for children and young people by conducting preliminary and cumulative appraisals of suspected risk of harm concerns; and providing advice on information exchange, collaborative practice and referral options to appropriate services. The CWU's role in advising whether a report to the Child Protection Helpline should be made helps to ensure that the Helpline and Community Services case workers can concentrate on the most serious matters.

Between 1 July 2011 and 30 June 2012, the CWUs received a total of 48,272 contacts from mandatory reporters. This was four per cent higher than the number of contacts over the previous 12 months.

## The Child Protection Helpline

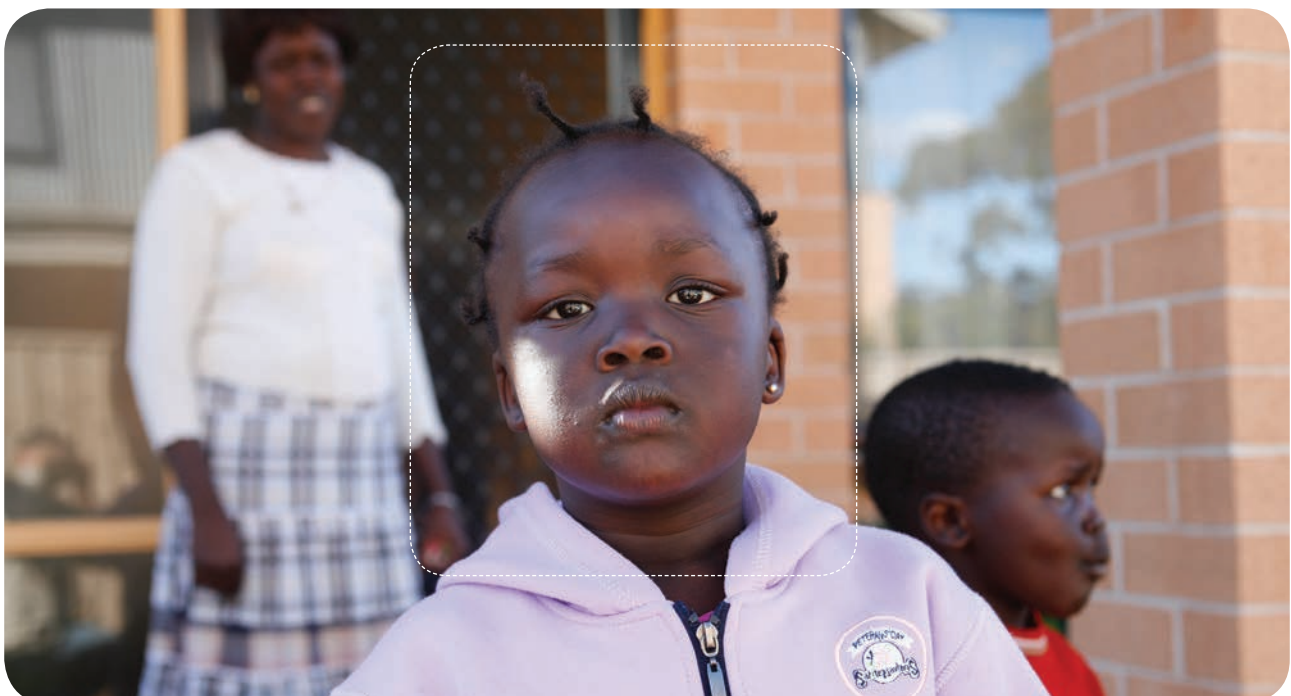
In 2011–12, staff at the Child Protection Helpline handled over 165,660 contacts (calls, faxes and eReports).

More than 61 percent of reports received were ROSH reports referred for further assessment.

A total of 11,593 contacts were made via the eReporting system compared to 7,480 contacts in 2010–11. eReporting allows staff from public and Catholic schools, NSW Police, Ministry of Health, Juvenile Justice and FACS to report non imminent risks through a secure website. In 2012–13, more agencies will be able to report online.

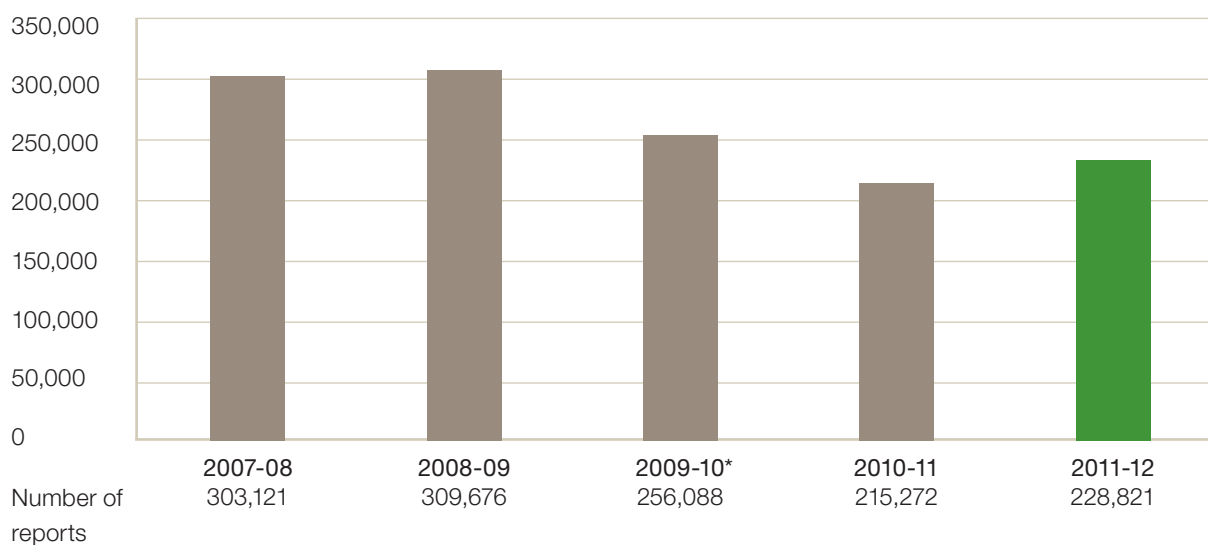
The Child Protection Helpline After Hours Crisis Response team specialises in emergency intervention for families in crisis after hours. In 2011–12, the team received 10,689 referrals – an increase of 9.8 percent from 2010–11.

The following tables show the number of concern reports and reports for further assessment from 2007–08 to 2011–12.

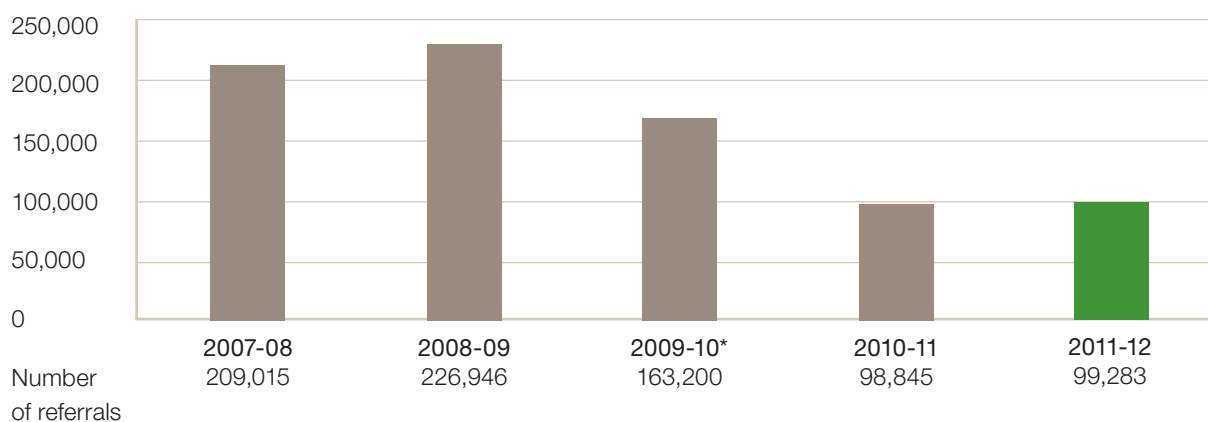




## Child protection/child and young person concern reports, NSW 2007-08 to 2011-12



## Child protection reports referred for further assessment/ROSH report, NSW 2007-08 to 2011-12



## Rate of children and young people who were subject of a report referred for further assessment/ROSH report

Rate of children/young people per 1000 population	2007-08	2008-09	2009-10*	2010-11	2011-12
	65.7	71.1	55.4	37.3	38.3

Source: KIDS - Corporate Information Warehouse annual data.

\* Note: The child protection system in NSW was reformed in 2009 following the recommendations of the Special Commission of Inquiry into Child Protection Services in NSW.

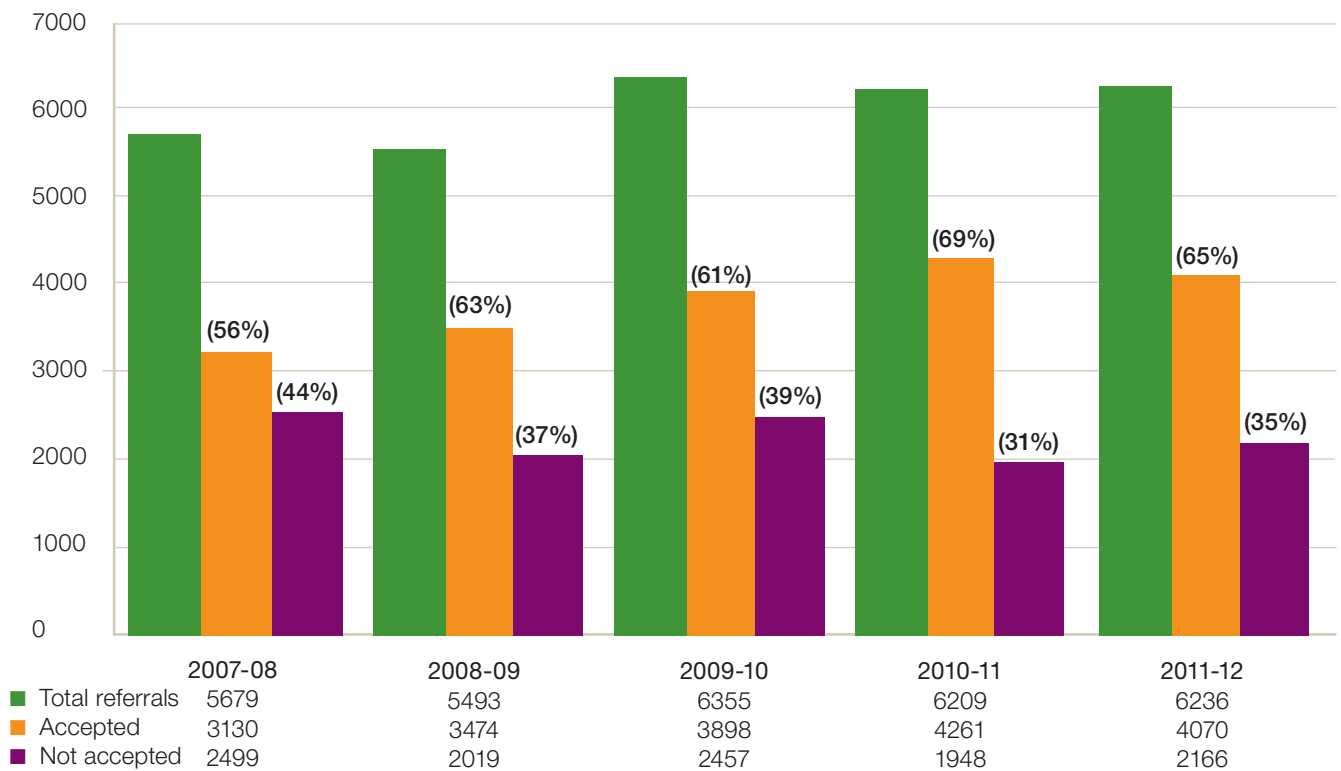
To help realise our priority of allowing caseworkers to focus on the most serious cases – the core business of Community Services – other government agencies and non government organisations (NGOs) receive support to work with vulnerable children, young people and their families, including arranging suitable referrals where risk falls below the ROSH threshold. NGOs also provide intensive family services and support where the ROSH threshold has been met through a range of intensive family support services.

FACS has improved assessment and decision-making processes to ensure appropriate referrals are tailored to the individual needs of the children and young people concerned. This is demonstrated in the implementation of higher level assessment and decision-making processes by the Joint Investigative Response Teams (JIRTs). JIRTs bring together the risk assessment and protective intervention of Community Services, with the criminal

investigation powers of the NSW Police and diagnostic and therapeutic services of the Ministry of Health to respond to allegations of child abuse that may involve criminality. In 2011-12 there was a small reduction in the number of referrals accepted from 4261 in 2010-11 to 4070 as we ensured that children and young people were referred to the service most appropriate to their situation. This included referral to direct support services where appropriate and proceeding only with the most serious cases in a joint Community Services and NSW Police investigation.

Improved processes such as these ensure that high level Community Service, NSW Police and Ministry of Health resources are directed to those most in need, while children and young people requiring less intensive interventions are supported by services tailored to their individual requirements.

### Number of reports that were referred to Joint Investigation Response Team (JIRT) and percentage of those accepted



Source: JIRT Referral Unit Database

Where children and young people are reported as being at ROSH, we are now better able to respond. This is because we have:

- provided 240 more caseworkers for vulnerable children and their families through transfers to the *Strengthening Families* program
- trained workers in using Structured Decision Making (SDM®) tools
- reduced caseworkers' administrative loads so that they can spend more time working with families through *Practice First*.

### Keeping families together – *Strengthening Families* and court reform

FACS works to keep children in their own home and reduce the incidence of entry to and length of stay in OOHC through family preservation and restoration services.

The *Strengthening Families* program, which began on 1 January 2012, can support up to 3000 vulnerable families each year. Since commencement the program has provided assistance to 499 families and 1240 children and young people. The program focuses on improving the long term safety and wellbeing of children from unborn to under nine years whom the Child Protection Helpline has assessed as being at the highest risk of future abuse or neglect. The program will increase the number of children who receive face to face help from FACS and give families a higher level of support in caring for their children at home.

The Short Term Court Order, Family Preservation and Restoration Project aims to keep children with their families or restore them to family care as soon as possible, thus avoiding long term care placements. Funding of \$7.5 million has enabled FACS to run a pilot program working with up to 235 families until March 2013. Both Community Services and community organisations are involved. An independent evaluation of the pilot is scheduled in 2013.

In addition to the above initiatives, we are trialling new Family Group Conferencing models for families and other people important in the child's life to develop solutions to address significant child protection concerns as an alternative to court action. For care applications already before the court, Dispute Resolution Conferences allow people to try and reach agreement about care orders for the child or young person. If agreement cannot be reached, the conferences at least narrow the issues the court needs to decide. For cases not yet before the court, Family Group Conferences enable parents or carers to meet with Community Services and other interested parties and attempt to come to agreement about the care of a child or young person as an alternative to court action. Dispute resolution conferences have been in place since February 2011 and have replaced preliminary conferences in the Children's Court of NSW.

Fifty-nine families were referred to the Family Group Conferencing pilot during the year and 26 conferences were held, with encouraging results. In 90 percent of matters that proceeded to conference a family plan was developed. This minimised the stress for families by avoiding court intervention and focused all parties on deciding what was in the best interests of the child or young person. The different conference models have been evaluated by the Australian Institute of Criminology and the evaluation reports are scheduled for release late in 2012.

### More effective caseworkers

The work undertaken by caseworkers is being made more efficient and effective through the removal of unnecessary or unsuitable procedures. *Practice First* is a new model of working with families through building genuine and responsive relationships instead of being bound by inflexible procedures. *Practice First* promotes an individual and tailored partnership with the family and community that results in more time spent working directly with families. We have been trialling this model in Bathurst and Mudgee. Because of the early success of this approach we are rolling it out to a further 15 sites across NSW in coming months.

In addition the Clinical Issues Unit, which helps caseworkers access expert knowledge, training, resources and support about drugs and alcohol and other clinical issues, held over 4400 individual mental health, drug and alcohol and domestic violence consultations and 372 short courses.

## Protecting Aboriginal children

Aboriginal children and young people are over-represented in concern and ROSH reports, as shown in the table below, as well as in the NSW child protection and OOHC system. At June 2012, Aboriginal children represented 34.6 percent of children and young people in care. This is why FACS is investing significant resources in prevention, early intervention, preservation and restoration for Aboriginal families.

## Children and young people involved in child and young person concern reports and those involved in ROSH reports by Aboriginality, NSW, 2011–12

Aboriginality	Children and young people in child and young person concern reports			Children and young people in ROSH reports			Children and young people in ROSH as a % of total children
	No.	%	Rate per 1000	No.	%	Rate per 1000	
Aboriginal and/or Torres Strait Islander	17,919	18	239.2	12,536	20.4	167.3	70.0
Non-Aboriginal	81,620	82	53.5	48,772	79.6	32	59.8
<b>Total</b>	<b>99,539</b>	<b>100</b>	<b>62.2</b>	<b>61,308</b>	<b>100</b>	<b>38.3</b>	<b>61.6</b>

Our services for Aboriginal children include:

- *Protecting Aboriginal Children Together* (PACT) services, which work with Aboriginal communities and organisations in practical ways to keep Aboriginal children safe and provide direct and timely advice to FACS caseworkers. The first PACT service, which is run by the Illawarra Aboriginal Corporation at Shellharbour, commenced operation in April 2012.
- The Intensive Family Based Service (IFBS), which helped more than 367 children in 2011–12. The service provides time limited, home based, intensive support for Aboriginal families where children are at risk of entering care, or are already in care with a restoration plan in place. FACS currently manages seven IFBS sites at Newcastle, Mt Druitt, Redfern, Casino, Dapto, Campbelltown and Bourke while community organisations manage four pilot sites at Wyong, Kempsey, Wagga Wagga and Clarence Valley.
- Approximately 60 IFBS caseworkers participated in intensive Homebuilders® training to build on their behavioural intervention, teaching and motivational interviewing skills. To further support the caseworkers, FACS developed a specialised web based portal, IFBS Connect, to manage referrals and case management recording.
- Care Circles, a dispute resolution model for Aboriginal families with children at risk of entering the care system. In 2011–12, eight families in Nowra participated in 11 Care Circle conferences and a new Care Circle was established in Lismore. Training and relationship building has commenced in Lismore which is likely to lead to referrals to the program.

## Meeting the needs of a multicultural community

FACS recognises that communities and cultures worldwide value children, but laws and cultural practices to protect them may vary. To explain relevant NSW and Commonwealth laws and support good parenting, we held over 50 multicultural information sessions for refugee groups this year.

We employ 62 multicultural caseworkers to work with targeted migrant and new refugee communities and help vulnerable families access child protection and early intervention services. Where needed, we use interpreters. Client use of FACS interpreter services increased from 10,001 instances in 2010–11 to 10,898 instances in 2011–12. Under the Community Language Assistance scheme, 203 FACS staff have accreditation to assist people in 36 languages.

Access to information improved with the translation of three standard information resources for parents and carers into 21 community languages. The titles were: *When Community Services does an assessment*, *When your child has a medical examination – information for parents*, and *When your child is removed – information for parents*.

FACS funds the *African Sessional Worker* program at the Hills Holroyd Parramatta Migrant Resource Centre, which provides cultural and language assistance to caseworkers working with African families. Currently, there are 13 sessional workers from seven African communities who speak 18 different African languages. In the interests of better cooperation, we organised six information sessions on the role of Community Services and the child protection system for Commonwealth funded settlement and humanitarian services workers.

### Supporting children in care

Placing a child in OOHC is a last resort, but is necessary when children experience serious neglect and abuse, cannot live at home safely or have families unable to care for them. Children and young people in care do best in stable placements where their educational, health, social, cultural and emotional needs are met. We therefore aim to give children and young people long term stability through permanent placements when they cannot live at home. This may be with relatives or in kinship care, with foster parents or in residential care or an independent living arrangement. Children and young people with complex support needs may require a higher level of care through an intensive foster care service or residential service.

The transfer of statutory OOHC services to the non government sector began in 2011–12 as part of the NSW Government's election commitment regarding the

recommendations of the Wood Inquiry. Because of their smaller size and less formal structures, NGOs can often implement reforms and innovative services more quickly than government agencies.

The transfer of OOHC placements to NGOs to provide more flexible and responsive care will remain a priority on the FACS reform agenda as we work with the non government sector to improve the lives of children and young people in care and build a stronger system with the right mix of services.

While the ultimate aim of OOHC is to improve children's lives by moving them from an environment of abuse and neglect to one that guarantees safety and support, going into care can initially be a traumatic and challenging experience for children and young people. The use of non government providers – all of whom have been accredited by the Children's Guardian and who have a proven track record in delivering quality OOHC that is tailored to individual need – ensures that children who are placed in OOHC have the best supports available to successfully transition them into a more secure and happy life.

There are still however some areas for improvement. Community Services is working with NGOs to help them increase their own capacity for example in shared planning and placement panels, collaborative approaches to carer support, staff secondment, joint training, exchange programs, mentoring and participation on recruitment panels. In time, we anticipate that NGOs will directly recruit, assess and support all new carers.

The following tables show the numbers in care for 2009 to 2012, expenditure per child in OOHC and type of placement.

### Children and young people in OOHC as at 30 June each year

	2009	2010	2011	2012
No. of children	16,524	17,400	17,896	18,169
Rate per 1,000 children and young people	10.2	10.7	10.9	11.3

Source:

1 KIDS Corporate Information Warehouse annual data. 2 ABS ERP NSW by age and sex as at 30 June 2007–10.  
3 ABS 2006 Census of Population and Housing, NSW LGA. Produced by: Information Management branch.

### Actual annual expenditure per child in OOHC

	2008–09	2009–10	2010–11	2011–12
Annual actual expenditure (\$'000)*	552,449	641,519	700,561	746,007
Average cost per child in OOHC at 30 June (\$)	33,433	36,869	39,146	41,059

\* This figure is not adjusted for inflation to real dollars. Source: 1 Financial data collection, Finance and Administrative Services.  
2 KIDS/MDS – Corporate Information Warehouse annual data.

## Children and young people in OOHC by placement type

Placement type	30 June 2010		30 June 2011		30 June 2012	
	No.	%	No.	%	No.	%
Relative and Aboriginal kinship care	8844	50.8	9253	51.7	9472	52.1
Foster care	6703	38.5	6844	38.2	7013	38.6
Non related person	186	1.1	163	0.9	148	0.8
Parents	980	5.6	882	4.9	702	3.9
Residential care	389	2.2	455	2.5	506	2.8
Independent living	200	1.2	198	1.1	220	1.2
Supported accommodation	77	0.5	65	0.4	53	0.3
Other	21	0.1	46	0.3	55	0.3
<b>Total</b>	<b>17,400</b>	<b>100</b>	<b>17,896</b>	<b>100</b>	<b>18,169</b>	<b>100</b>

Source: KiDS/MDS-Corporate Information Warehouse annual data.

With the transfer of OOHC to NGOs, many existing NGOs will become bigger and new organisations will emerge. Given the changing landscape, we expect that the transfer of most statutory care to NGOs will take up to five years (up to ten years for Aboriginal NGOs). Over this period we will be working in partnership with both AbSec and the ACWA in progressing the OOHC Transition Implementation Framework.

For the transfer, we used a two stage strategy, to identify the community agencies which qualified for the delivery of OOHC placements and those with capacity to take up future growth placements. This included Aboriginal children transitioning from Community Services.

Stage one involved negotiation of contracts with existing community providers of OOHC placement services.

In stage two:

- around 90 community organisations expressed an interest in delivering OOHC services
- 68 community organisations met the capacity and capability criteria for placement on a pre qualified list
- 38 community organisations were allocated 3145 indicative growth placements by region
- 1513 placements remain to be allocated to community organisations on pre qualified lists over the four year contract period.

From 1 January 2012, Community Services started using the Child Assessment Tool to identify the most appropriate level of care for a child or young person based on assessment of their behaviour, health and development. Use of the tool to match individual children and young people to the most optimum environment will help ensure a better life for children and young people entering OOHC and will improve the transparency and consistency of placement decisions.

By 30 June 2012, we had transferred service provision for 157 children and young people and 79 carers to community providers.

### Keeping Aboriginal children safe

As at 30 June 2012, there were 18,169 children and young people in OOHC. Aboriginal children represent 34.6 percent of children and young people in care.

We aim to place Aboriginal children with extended family or members of their wider community when they cannot remain with their immediate families as we know that this gives them the best chance of feeling secure and supported in a culturally appropriate environment. This practice is also in line with the legislated Aboriginal and Torres Strait Islander Child Placement Principles. At 30 June 2012, 80.2 percent of Aboriginal children in care were placed with a relative or an Aboriginal carer. Significant capacity building for Aboriginal NGOs is required to support Aboriginal children now and in the future.

Our ultimate goal is for all Aboriginal children and young people in care to be placed with Aboriginal carers and supported by Aboriginal caseworkers employed by local Aboriginal NGOs. We are steadily working towards this goal which could take up to ten years to be fully realised. Aboriginal children and young people will transfer as soon as a local Aboriginal agency has the capacity to accept them, but will remain with their current carer until then.

*Keep Them Safe* program funding of \$2.5 million over three years is helping us to move closer toward this goal, by enabling AbSec to increase Aboriginal OOHC capacity building, partnerships and accreditation activities across the state.

In 2011–12 we funded the AbSec transition team as follows:

- \$123,000 to assist Aboriginal OOHC community organisations to achieve accreditation (the first of two annual allocations)
- \$223,000 to build the capacity of member agencies to care for Aboriginal children in three locations (annual funding)
- \$150,000 to meet priorities determined by the Ministerial Advisory Group (one off funding).

## Adoption and permanent care

Our range of adoption services extends from OOHC, local, intra familial and special needs services to inter country adoptions and post adoption services. Research shows that adoption is better for children in OOHC, giving them a stable, secure and permanent family placement. However, we recognise that in some cases adoption is not the best option for Aboriginal children and children in the care of relatives. This year the number of adoption orders made for children in OOHC has more than doubled. This is the first year that the number of OOHC adoptions exceeded the number of international adoptions. This is due to FACS working towards reducing the number of children in care and removing barriers to OOHC adoption, to improve lives for children in OOHC.

During the past four years, the number of adoption orders made for children in OOHC has more than doubled.

At 30 June 2012:

- 65 adoption orders had been made for children in OOHC
- 21 applications were before the court for the adoption of children under the parental responsibility of the Minister
- 87 children had been assessed and approved for adoption by FACS, following which applications for adoption were being prepared
- 246 children were being assessed for suitability for adoption
- 365 children had been the subject of inquiries about possible adoption.

In 2011-12, 55 birth parents received counselling about adoption and permanent care alternatives. FACS held 104 expressions of interest in local adoption, and 41 families had been approved for adoption and were awaiting placement of a child.

The Commonwealth Government now manages overseas adoption programs with FACS responsible for processing inter country adoption applications. At 30 June 2012, 346 families were on the books of the inter country adoption program. Of these, 53 families were being assessed, 191 families had a file overseas awaiting an adoption proposal and 28 had received an adoption proposal and were awaiting their notice to travel. In total, 49 families have been allocated a child in the past year and 74 families are currently receiving post placement support. In 2011–12, 46 children arrived in NSW with their adoptive families. Inter country adoption orders were made for all of them.

A total of 287 families with an adopted child received ongoing support, including a range of specialist mediation and referral services.

With regard to past adoptions, the Adoption Information Unit released identifying information (names and dates of birth) to 658 people, allowing them to search for birth family members. A total of 401 people received social and medical information from adoption records about other parties to their adoptions. In 2011–12, the Adoption Information Unit took a proactive approach to matching, mediating contact and reuniting people separated by adoption. This saw the unit assist 318 people, an increase of 81 percent on the 176 people matched in 2010–11. At 30 June 2012, there were 30,412 people on the Reunion and Information Register.

## Adoption orders

	2009–10	2010–11	2011–12
OOHC adoptions	48	45	65
Local adoptions	13	14	13
Step-parent adoptions	16	33	20
Special case adoptions	2	1	3
Special case – adult	-	-	2
Relative adoptions	-	1	1
Inter country adoptions	78	70	46

Source: KiDS – Corporate Information Warehouse annual data.



## CASE STUDY

### Young carers

Young carers are special people who often take on an unusual level of responsibility for their age. But without the right support, their caring role may adversely impact on many aspects of their lives. We estimate there are currently more than 100,000 young carers in NSW, most of whom are caring for a parent or sibling.

In October 2011 the Minister for Ageing and Minister for Disability Services, Andrew Constance, launched the booklet *Identifying and supporting young carers: A guide for service providers*. It is aimed at helping frontline workers in government and community organisations to identify and support young carers in NSW. We also created an eLearning tool and

website [www.youngcarers.nsw.gov.au](http://www.youngcarers.nsw.gov.au) with videos of young carers talking about their experiences to assist them further in this task.

In February 2012, FACS held 12 information sessions across the state to promote the booklet, website and eLearning tool. More than 230 workers attended from local, State and Commonwealth Governments and NGOs. The sessions, delivered with Carers NSW (the peak body for carers in NSW), were received with enthusiasm. Feedback from participants included:

*“Great to have discussions between people representing different agencies and contexts.”*

“(the) practical exercise was excellent to emphasise the feelings of a young carer.”





## Forgotten Australians

Forgotten Australians – former child migrants and people who grew up in orphanages, children's homes, institutions and foster homes from the 1920s to the 1990s, have long been in need of government recognition and assistance in order to overcome the challenges of the past and move forward into a brighter future. In April 2012, NSW signed a memorandum of understanding with the Commonwealth Government to deliver *Find and Connect* services in NSW. Using our *Find and Connect* services, they will be better able to learn about their past, connect with family and build a positive future.

During 2011–12, NSW was active in the national consultative forum to support the development of *Find and Connect* services, building on those available through Wattle Place, the NSW Government funded service for Forgotten Australians. Specialist staff examine surviving historic records to identify and prioritise for indexing the records that mention mature age care leavers. This project is especially important to care leavers for whom there are no surviving ward files.

## Supporting carers

Children in care who have experienced serious abuse and neglect face incredible challenges and often need tailored support services. We understand that their carers also need help. Improving support for carers strengthens the quality and stability of placements and gives the children in their care better opportunities. There are more than 11,000 carer households in NSW able to receive practical support, training, advocacy, resources and advice. These services are funded by FACS and provided by AbSec and Connecting Carers NSW.

In partnership with the Ministry of Health, FACS psychologists are trialling and evaluating a *Reparative Parenting* program designed to help carers recognise and respond to the needs of traumatised children and young people. The course, which was delivered in Grafton, Penrith, Campbelltown and Westmead, has been well received. It has also helped to build a stronger relationship between agencies and foster carers.

## Keeping teens in school

We know many children and young people in OOHC experience poor outcomes that follow them into adulthood. Retaining children and young people in an appropriate educational environment is a key indicator for improved outcomes in later life.

In 2010, the NSW Ombudsman found that only 35 percent of the young people in care aged 17 years whose cases he examined were still at school. This compares with the 70 percent Year 12 completion rate estimated by the Department of Education and Communities for young people across NSW in 2010.

The Teenage Education Payment (TEP) of \$6000 to eligible carers of 16 and 17 year olds in OOHC was announced in February 2012. Supporting the *NSW 2021* goal to increase the number of students who complete high school or equivalent, the payment assists foster, relative and kinship carers to keep young people in their care in school or training.

Additionally, the payment encourages schools, carers, government and community caseworkers to work with young people to improve their participation in education and training and the results they achieve. Following the publication of the TEP Guidelines in May 2012, over 800 applications were received by the end of June 2012. In 2011-12 the expenditure on TEP instalments to carers was \$1.83 million.

## Working with families with multiple and complex needs

Some children and young people in OOHC have extremely high support needs associated with childhood neglect and trauma and require specialist programs and support. We recognise that a new model is needed in order to adequately support people in more extreme or demanding situations. Consequently we have undertaken initial scoping for development of a service delivery model for clients with multiple and complex needs. Currently our Intensive Support Services teams provide intensive case management and work closely with OOHC service providers to support 304 vulnerable children and young people across the state.

During 2011–12, FACS continued to operate complex case panels across all regions. These use a person centred approach which ensures that individuals are catered for on a case by case basis and allows for integrated service delivery for people with multiple and complex needs. People referred to the panels are accessing services from two or more FACS divisions, have multiple contacts with FACS, are potentially at risk or are a special interest client.

We also participated in the *Family Case Management (FCM)* project, which targets families identified as frequent service users who are over-represented in reports to the Child Protection Helpline. It involved human services and justice agencies as well as the community sector. The project aims, over 12 months, to improve family functioning, reduce the number of services families use and increase the safety and wellbeing of the children and young people involved. We will apply what we learn from the complex case panels and the FCM evaluation to ongoing development of our approach to integrated service delivery for clients with multiple and complex needs.

## Providing a stable home environment for young people

Young people need a safe and stable home environment in order to thrive. The HNSW Youth Action Plan 2010–14 guides the FACS response to the accommodation needs of young people aged 12 to 24 across NSW.

The Youth Housing project aims to help prevent and reduce youth homelessness in NSW by using evidence to develop recommendations on appropriate housing models. In 2011–12, the project compiled evidence through:

- the Youth Homelessness Forum, co hosted by FACS for service providers funded under the National Partnership Agreement on Homelessness, to focus on what is working well for young people, what needs to change and future action to address youth homelessness
- commissioning research by the Australian Housing and Urban Research Institute (AHURI) on local and international research on youth housing models
- the roundtable which brought together 24 specialists in the youth and housing fields. They included researchers, practitioners, peak body representatives and relevant staff from government agencies. In their advice, the roundtable took account of the findings of the Youth Homelessness Forum and AHURI research.

From this process the *Youth Housing Report* has been developed and is being used to develop effective approaches for addressing youth housing issues across NSW.

in early assistance for children and young people with disabilities and those experiencing a risk of homelessness.

We fund NGOs to deliver the bulk of early intervention programs. The expanded role of NGOs is detailed further in Part 3 of this Report.

## Child Youth and Family Services

The *Early Intervention and Placement Prevention* and *Child Youth and Family Support* programs deliver targeted short term services and support, including case management to children, young people and families at low to medium risk. The aim is to prevent problems from escalating and reduce demand for more intensive services.

Approximately 290 Child Youth and Family Services across NSW offer a range of services including case management, advice and support, parenting skill development, home visiting and practical skill development.

## Brighter Futures

*Brighter Futures* is an early assistance program to build the resilience of families and children considered a high risk of entering the statutory child protection system. *Brighter Futures* can support approximately 3000 vulnerable families with complex needs and children at high risk of entering the statutory child protection system each year.

To allow Community Services to better target vulnerable families, the *Brighter Futures* program is now delivered exclusively by 16 community organisations. The streamlining of referrals and eligibility for the program has cut red tape and given families earlier access to the program. A multicultural *Brighter Futures* service managed by the Metro Migrant Resource Centre, which has the specialist expertise to deliver early assistance services to culturally diverse families, commenced in south west Sydney in July 2011.



In 2011–12 Housing NSW worked with Yfoundations, a peak organisation for youth homelessness, and a group of young people to make short films about the housing assistance services available to young people. The young people involved actively participated in each stage of the film production process including design, animation, filming and editing, gaining hands-on experience that will increase their future employment opportunities. The film will be released through social media websites and promoted by Yfoundations and their member organisations and networks.

### Early intervention programs

Early intervention programs aim to support children to develop normally without ongoing involvement in the child protection system. Ensuring children and families can access the prevention and early assistance services they need at the right time is one of our main priorities. FACS invests over \$270 million a year in early intervention and community programs, which is nearly 20 percent of the Community Services budget. In addition to this, we invest

Assessing how well programs are working for the people they are meant to help is important. Most of the 80 families who participated in the *Brighter Futures* Aboriginal Families Study reported positively on their experience with the program. Key findings from this study and an ongoing review of program performance will inform:

- strategies to improve program targeting and engagement of very vulnerable families and those with complex need families
- workforce skill development to ensure that casework and support delivered through *Brighter Futures* effectively supports families experiencing domestic violence, drug and alcohol abuse and mental health problems.

### Families and children and young people participating in *Brighter Futures* as at 30 June 2012

Managing organisation	Referral pathway	Families		Children and young people	
		No.	%	No.	%
Community organisations	Helpline referral	605	24	1474	24
	Community referral	1915	76	4677	76
Transition	Helpline referral	1	0	2	0
<b>Total</b>		<b>2521</b>	<b>100</b>	<b>6153</b>	<b>100</b>

Source: KIDS – Corporate Information Warehouse annual data. Produced by: NSW Community Services, Information Management Branch

### Families and children and young people participating in *Brighter Futures* by Aboriginal status as at 30 June 2012

Aboriginality	Families		Children and young people	
	No.	%	No.	%
Aboriginal and/or Torres Strait Islander	720	28.6	1880	30.6
Non-Aboriginal	1801	71.4	4273	69.4
<b>Total</b>	<b>2521</b>	<b>100</b>	<b>6153</b>	<b>100</b>

Source: KIDS – Corporate Information Warehouse annual data. Produced by: NSW Community Services, Information Management Branch

*Brighter Futures* funding also enables the delivery of four smaller programs targeting vulnerable families. These deliver case management, casework and support, including home visiting and parenting programs.

Together these services receive approximately \$2 million each year and include the:

- *Red Cross Young Parents Program*, which provides accommodation, case management and support to approximately 60 young people each year
- *Substance Use in Pregnancy and Parenting*, auspiced by Barnardos Australia, provides case management to 20 families
- *Shoalhaven Drug and Alcohol in Pregnancy & Parenting Service*, auspiced by Nowra Family Support Service, provides case management to 15 families
- *Rekindling the Spirit*, auspiced by Rekindling the Spirit Ltd (Northern region), provides case management to 20 families.

### Aboriginal early intervention programs

The Aboriginal Child, Youth and Family Strategy (ACYFS), is a statewide prevention and early assistance program for Aboriginal families who are expecting a child or have children up to five years old. During the year the program funded 62 projects to a total of \$3.9 million, including playgroups, family workers, parenting programs and school transition programs. FACS also expanded the ACYFS *Growing Up Strong* series of parenting books with two new books to support Aboriginal families in south east Sydney and Barkindji country (Broken Hill and surrounds).

Nine new Aboriginal child and family centres are being established to provide integrated services tailored to individual family needs, including child care services and parent and family support services.

The first *Protecting Aboriginal Children Together* (PACT) service which is run by the Illawarra Aboriginal Corporation at Shellharbour commenced operation in April 2012. PACT services provide direct and timely advice to FACS caseworkers and work with Aboriginal communities and organisations in practical ways to keep Aboriginal children safe. A second service will be located in Moree and is due to be operational by the end of 2012.

In 2011–12 four new Aboriginal agencies were approved to deliver OOHC, taking the total number of Aboriginal agencies delivering this service type to 11.

### Young people

As part of the *Getting It Together* program, 15 services assisted vulnerable young people who are not using conventional services to tackle illicit drug use. Community organisations are funded to work with young people on an outreach basis to provide intensive intervention case management and support to address issues arising from drug and alcohol misuse such as income support, health, mental health, homelessness, justice, education, employment and relationships.

### Children and young people with a disability

We invested over \$26 million in 2011–12 to support more than 5000 children and their families through early childhood intervention services. This included over \$3.6 million in growth funding to provide 690 additional places for the first year of *Stronger Together 2*. Consistent with NSW Government commitments under *Keep Them Safe*, ADHC and Community Services are now planning to assist the transition from OOHC for children with disability in the years before they turn 18.

Both national and international evidence indicates that with specialist support, children with a disability have a better life in everyday settings, for example in preschools and child care. All newly funded services are to expand the range, availability and flexibility of disability support in mainstream services for children from birth to eight years.

As part of the broader commitment to supporting children with autism spectrum disorder, SDN Children and Family Services received funds to establish SDN Beranga as a demonstration, autism specific service that integrates early childhood intervention and mainstream early childhood education. More than 60 families have so far received help. \$1.2 million was allocated for the autism child care service in 2011–12, with a total investment, including \$2 million of capital funding, of \$6.8 million in the first four years to 2013–14.

In aiming to improve service timeliness and access for families, as well as our relationship with service providers, we piloted the use of video conferencing technology for case conferences of children with disabilities living in rural and remote areas. This led to ADHC establishing a number of permanent video conferencing sites that aid delivery of regular professional consultations.

The *Stay-Connected* program supported 20 young people with autism spectrum disorder or intellectual disability who were at risk of suspension or expulsion from school in Years 6 to 10 due to their challenging behaviour. The program uses a local partnership model involving ADHC, Education and Communities, and UnitingCare Burnside.

The first eight *EarlyStart–Diagnosis* support workers were employed to give additional, time limited support to families when their child is diagnosed with a disability or developmental delay. Assistance includes emotional support, information, links to community networks and referrals to local mainstream and specialist services. Six *EarlyStart–Diagnosis* support workers began work in 2011–12. A total of 40 will begin work during the five years of *Stronger Together 2*.

## Partnerships with other government agencies

There are three commonly identified critical risk factors for social and family dysfunction:

- domestic violence
- drug and alcohol abuse
- mental illness or cognitive disability.

FACS alone cannot prevent these problems from escalating into crisis. Often when FACS becomes involved with families it is because their children and young people are already assessed as being at risk of harm and are entering the statutory child protection system. We must therefore continue to build strong local partnerships with mental health, drug and alcohol services and schools to address the needs of vulnerable children.

This challenge is not just about short and medium term issues – we need to address the immediate situation while we build for the future.

The Early Intervention Council together with the NSW Ministry of Health began work to ensure that vulnerable families experiencing domestic violence, drug and alcohol abuse or mental illness can receive better support through targeted early assistance programs such as *Brighter Futures*. This partnership will progress in 2013 and will also seek to ensure that *Brighter Futures* workers can access local specialist support and services.

Community Services Child Protection Adolescent Teams are being set up across NSW to target intervention for vulnerable teenagers. FACS will work with other government and community organisations to provide casework and supports for reported adolescents with the aim of reducing re-reporting rates and the numbers of teenagers entering OOHHC.

FACS has been working closely with the Department of Education and Communities to identify how both departments might better respond to the needs of children and young people who have poor school attendance because of social and family dysfunction. A pilot program is being developed to test some of the proposed new ways of working together. ●

1 | Improving services and lives

## 2 | Improving social housing and homelessness services

## 1 | Improving services and lives

# 2 | Improving social housing and homelessness services

FACS, through Housing NSW (HNSW), and the Aboriginal Housing Office (AHO), works to improve social housing and address homelessness. HNSW, one of the largest providers of social housing in the world, assists those most in need to find safe, affordable social or private housing while the AHO offers housing assistance to Aboriginal and Torres Strait Islander people in partnership with Aboriginal community housing organisations.

Secure housing is one of the most basic of human needs. Individuals and families forced to move home regularly or live in substandard accommodation enjoy fewer opportunities than other members of the community. They are less able to find and keep a job, their children have a poor start in life, and the cycle of disadvantage continues. If people become homeless, their problems compound.

## Priorities

We help a diverse range of clients by:

- providing financial assistance to set up or maintain a tenancy in the private rental market. Financial assistance may be provided through *Rentstart* and include an interest free bond loan, or may involve advancing rent for people in crisis, help for tenants who need to relocate if they are no longer eligible for public housing, and short term support for clients at risk of homelessness
- assisting people to gain the skills to secure and maintain a private rental tenancy through the *Rent It Keep It* educational program
- enabling women and children to remain safely in their homes after separating from a violent partner. The *Staying Home Leaving Violence* program addresses the barriers to remaining separated from a violent partner such as the need for stable accommodation, maintaining support networks, secure employment and childcare
- maintaining regular contact with tenants aged over 60 (and Aboriginal tenants aged 45 and over) who have not had any communication with HNSW over the last six months, ensuring they receive the support they need through the *Keeping in Touch* program
- assisting clients with complex housing and support needs to find and sustain accommodation in the private rental market through the Private Rental Brokerage Service.

Through NSW 2021 FACS is the lead agency to deliver the NSW Government commitment to:

- a 7 percent reduction in the number of people who are homeless
- a 25 percent reduction in the number of rough sleepers
- a 33 percent reduction in the number of Aboriginal people who are homeless.

## Achievements

The big picture for the year shows that we:

- assisted more than 333,900 people to live in public, community and Aboriginal housing
- established 9597 new households in public, community and Aboriginal housing
- gave 33,717 households rental assistance in the private sector, including 14,069 homeless households who were provided with temporary accommodation
- assisted more than 66,436 clients through initiatives and programs delivered under the National Partnership Agreement on Homelessness (NPAH)
- delivered 376 new affordable rental homes under a range of funding programs
- introduced a new *Rentstart Bond Loan* scheme, which gives eligible people an interest free loan to assist them with their bond payment so they can rent in the private market
- managed a total of 141,864 tenancies
- HNSW manages a total of 151,394 properties, as at 30 June 2012. This comprises 119,184 public housing dwellings, 27,392 properties in the community housing sector (including 1498 crisis accommodation properties) and 4818 out of a total of 5237 AHO properties.



To ensure that we identified households experiencing difficulty, we regularly contacted tenants who were not meeting their rental payments. In some cases we were able to negotiate payment plans to suit their circumstances.

To maximise use of housing resources, we continued to work closely with tenants, singles and couples who no longer needed a large three or four bedroom home and provided accommodation that better suited their needs. This freed up properties suitable for larger families.

## Homelessness

### Specialist services

In 2011–12, the Commonwealth Government and FACS jointly contributed \$129.164 million\* to 341\*\* Specialist Homelessness Services (SHS) across NSW.

These provide a wide range of accommodation and support services to people who are homeless or at risk of homelessness, including families in crisis, women and children affected by domestic violence, young people and single adults. The SHS integrated approach focuses on case management, incorporating accommodation, specialist support, counselling for families and relationships, financial and employment support and links with mainstream and specialist services.

According to the latest annual data available# these services assisted approximately 44,100 clients in their own right (a 5.8 percent increase on the previous year), and a further 21,300 children and young people ## (an 8.1 percent increase). Clients sought assistance mainly with financial issues, domestic or family violence, and relationship or family breakdown.

\*The total funding amount comprises expenditure on SHS funded under the National Affordable Housing Agreement (NAHA). The total funding amount may not directly correspond with the services that provided data for the AIHW *Government-funded Specialist Homelessness Services* report for NSW, as this report covers 2010-11. The amount includes grants expenditure, salaries/operating costs, SHS rent contributions and payments to AIHW to maintain the SHS data collection system.

\*\* The total number of SHS providers is sourced from the final Community Services Budget Data Extract Report for 2011–12 and is a complete list of providers paid during the financial year.

# Latest annual data available is the AIHW *Government-funded Specialist Homelessness Services* report for NSW, covering 2010-11.

## Clients reported by AIHW may include those assisted by services funded under the National Partnership Agreement on Homelessness (NPAH). The AIHW does not publish separate client numbers for services funded under the NPAH.

FACS worked on developing the *Going Home Staying Home* program to reform the SHS services system in NSW. Reform aims to:

- achieve a better balance between early intervention, crisis and post crisis support
- make services easier for clients to access
- ensure resources are allocated on need rather than history
- strengthen the focus on quality
- improve the structure and contracting of services and develop the sector's workforce.

### Action under national and NSW plans

People who are homeless are some of the most vulnerable people in our community. Their situations vary; they may be living on the street, in crisis accommodation or staying with friends. The causes of homelessness are varied and complex. This means that our response to homelessness must be well coordinated, targeted and produce long term solutions.

The *NSW Homelessness Action Plan* (HAP) for 2009–14, which aligns with the objectives of the NPAH is the blueprint for our prevention and early assistance approach to homelessness in NSW. It includes more than 100 projects. Of these 37 were delivered in 2011–12 by NSW Government agencies with Commonwealth funding of \$32 million.

Under the NPAH, we focused in 2011–12 on strong interagency collaboration, pursued reforms and continued to implement regional homelessness action plans to effectively respond to, reduce and prevent homelessness. We led 27 NPAH funded HAP initiatives to respond to homelessness, adopting strategies ranging from early assistance to intensive support for clients with complex needs. Projects included *Platform 70*, where community housing provider Bridge Housing leases properties in the private rental market to provide accommodation for 70 people who have been homeless for a long time in inner city Sydney. Private rental solutions to address chronic homelessness are more cost effective than providing crisis and transitional accommodation.

In regional areas, homeless people are getting the help they need to establish and sustain tenancies in the private rental market through initiatives such as the *North Coast Accommodation Project*. Delivered by community organisations, New Horizons and On Track, this project assists people with debt resolution and legal aid, as well as helping them to build more positive relationships with real estate agents.

NPAH projects working with people who are sleeping rough in the inner Sydney area include, in addition to the *Platform 70* project described above, *Way2Home*, the *Aboriginal Assertive Outreach Project*, the *Inner City Integrated Support Project* and the *Common Ground – Camperdown Project*. *Way2Home* links assertive outreach (including general, health and medical support) with long term supportive housing for the most vulnerable rough sleepers in inner Sydney. Project workers meet rough sleepers on the street and offer them general support funded by HNSW and specialist health support funded by the Ministry of Health through the NPAH. Collaboration between housing and health workers is what makes this project so successful as it enables support to be tailored to individual needs in the areas of housing, budgeting, drug and alcohol recovery and physical and mental health.

Of the 265 people assisted by *Way2Home* in 2011–12, 158 are now housed through the *Camperdown Project* and *Platform 70* and receiving ongoing support. A further 58 clients moved into other transitional accommodation including boarding houses. The project has managed to significantly reduce barriers to accessing permanent accommodation.

FACS is currently focusing on learning from successful and innovative programs delivered by our community partners. We are evaluating the HAP and identifying successful service models to set the direction for future planning. In 2011–12, 97 percent of the NSW Government's NPAH projects exceeded client targets. Overall, NSW exceeded client targets by 60 percent.

### Forging partnerships to combat homelessness

We work with a broad range of government and community partners to tackle the causes of homelessness.

In August 2011, FACS and the Ministry of Health signed the Housing and Mental Health Agreement, which establishes the framework for planning, coordinating, and delivering mental health support and social housing services. The aim is to improve the lives of people with mental health problems who are living in social housing, or who are homeless or at risk of homelessness. The agreement recognises that community organisations are key service providers and commits both agencies to working in partnership for clients.

Domestic violence is one of the main causes of homelessness among women. We recognise the need to support women experiencing domestic violence who may be at risk of homelessness. The *Staying Home Leaving Violence* program enables women experiencing domestic violence to remain safely in their homes after separating from a violent partner. HNSW and Community Services within FACS work together on this support program which prevents crises from escalating to the point where women and their children become homeless.

We partnered with community housing providers to deliver a mix of social and affordable housing projects under the Social Housing Growth Fund. A key criterion under the fund is that projects support people who are homeless or at risk of homelessness to secure long term accommodation. By working with our partners we were able to raise additional funding representing around 30 percent of total project costs. This resulted in provision of an additional 184 units of housing. By 30 June 2012, 653 dwellings had been completed and approximately 43 percent of all completed dwellings had been tenanted by people in the nominated target group.

### Housing assistance

Eligible social housing applicants with an urgent, long term accommodation need which is unmet on the private rental market may be given priority on the HNSW waiting list. At 30 June 2012, 4931 applicants on the NSW Housing Register had been approved for priority housing and 3687 applicants approved for priority housing had been housed in a property managed by HNSW.

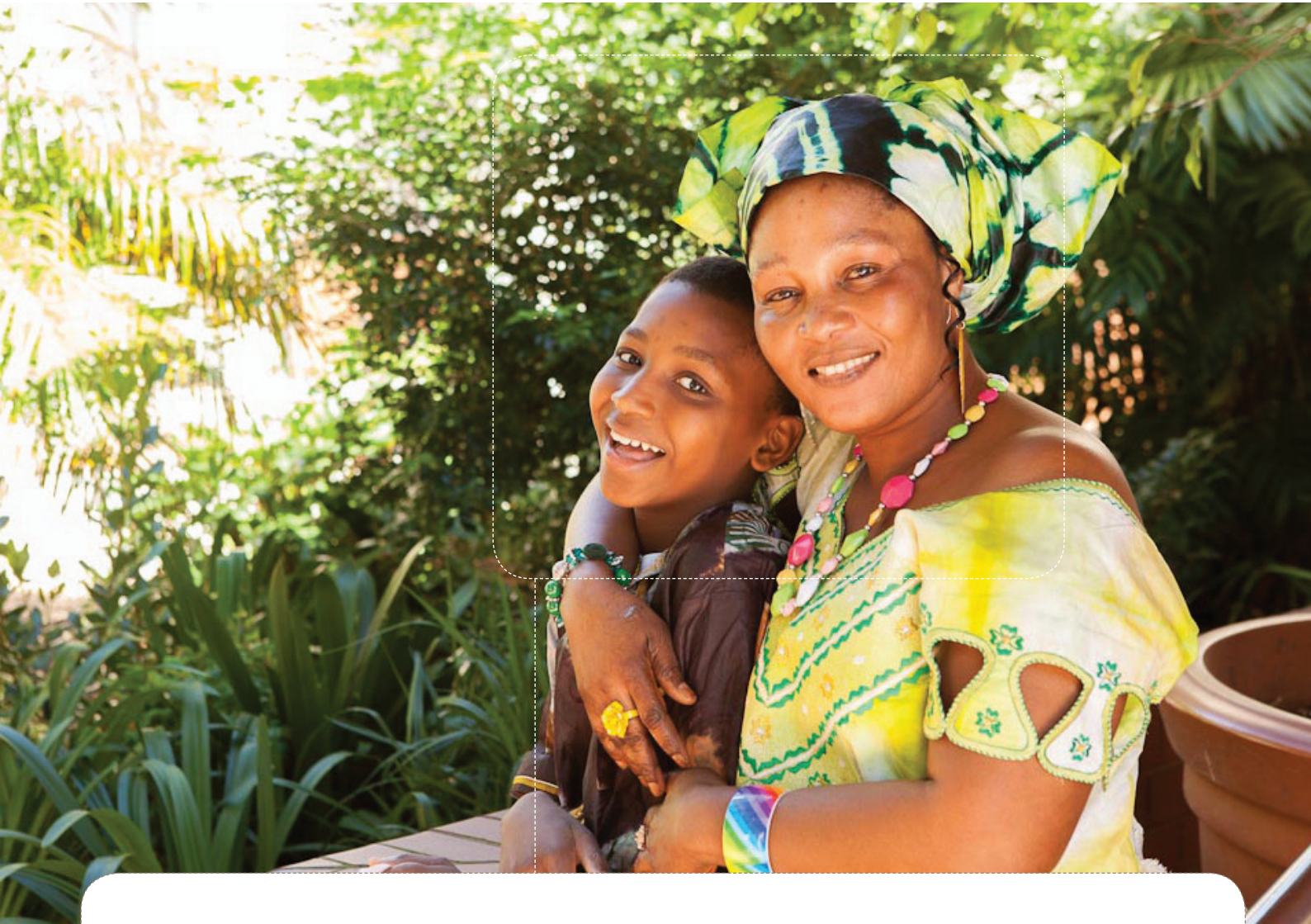
Clients who qualify for social housing but do not have safe accommodation may be eligible for temporary accommodation for a few nights while they seek alternative accommodation.

We operate crisis and transitional accommodation facilities that provide overnight or short term stays for homeless people, or for people moving from crisis housing to independent living. On 30 June 2012, there were 1498 crisis accommodation properties.

We targeted 40 percent of the 5680 properties built under the Nation Building Economic Stimulus Plan for allocation to homeless people and exceeded the target in 2011–12, allocating 411 properties (49.1 percent) to homeless clients. Under the HAP, we identified 12 projects and 180 Stimulus Plan properties to support homelessness initiatives and by 30 June 2012 had housed 169 clients.

Social housing applicants are able to ensure that their contact details are up to date and that they continue to receive offers of housing with the launch of an online form on the Housing Pathways website. In the first three months of operation 650 clients used the form.

We assist clients with complex needs to access the private rental market through the Private Rental Brokerage Service.



## CASE STUDY

### Growth in community housing is good news for NSW

The recent growth in the community housing sector means housing help for more people.

As a result of the *Planning for the Future Strategy*, the number of properties in the community housing sector has increased by 43.4 percent since 30 June 2010. With a current portfolio of 27,392 properties, (including 1498 crisis accommodation properties) the sector is well on the way to meeting the strategy's target of 30,000 properties by 2016.

Registered community housing providers manage the 27,392 community housing properties. One of the largest is St George Community Housing (SGCH). Based in metropolitan Sydney, SGCH owns or manages over than 4200 properties and provides accommodation to more than 8500 people. Its reach now extends across 23 local government areas.

Community housing providers are able to leverage against their assets and rental streams to obtain commercial loans that can be used to increase affordable and social housing portfolios. In the past, SGCH has leveraged funds to purchase 100 homes. The use of grant funding and SGCH equity funding meant that the number purchased could be optimised and in fact allowed for the purchase of 40 additional properties.

Building on this, the organisation is committed to raising further leveraged funds for 408 new affordable housing properties over the next ten years.

Commenting on sector growth, CEO of SGCH Nazha Saad said: *“Community housing organisations like SGCH pride themselves on being responsive, flexible and innovative. With this kind of growth it is anticipated that the community housing sector will continue to expand over the coming years.”*

## Increasing access to affordable housing

We work with community housing providers and the private sector to increase the supply of affordable housing for families on very low to moderate incomes. Our services include funding the delivery of new subsidised homes that are rented below market rents and assisting lower income families to secure affordable housing in the private sector. During 2011–12, we delivered 376 new affordable rental homes in NSW under a range of funding programs.

## Increasing the supply of affordable rental housing

The NSW Government is contributing more than \$180 million over 10 years under the National Rental Affordability Scheme (NRAS) to fund 4800 affordable rental dwellings for families with low to moderate incomes.

In 2011–12, we continued to work with the Land and Housing Corporation on HAF projects valued at around \$53 million. The Commonwealth Government's HAF makes grants to state, territory and local governments to work with the private sector on reducing housing related infrastructure and planning costs, and passing the savings on to new home buyers. Its aim is to stimulate the supply of new housing and support more affordable housing options.

Under the HAF, former public housing properties or land sites will be redeveloped and homes made available for purchase by people with low to moderate incomes as redevelopment occurs, creating a greater social mix on former public housing estates. In 2011–12, six properties were made available for purchase by people with low to moderate incomes who would not otherwise have been able to purchase their own home.

## Assists people in the private rental market

*Rentstart* assists eligible clients establish and maintain a tenancy in the private rental market. In May 2012, we moved from providing bond money through a grant to an interest-free loan with the launch of the *Rentstart Bond Loans*. The program gives clients 12 or 18 months to repay the loan, depending on their finances, or in exceptional circumstances, 36 months. At the end of the tenancy, clients recover the amount repaid less any claims made against the bond by the real estate agent or landlord.

We also support clients in the private market through our *Private Rental Subsidy* program, which provides eligible clients including those with medical conditions or young people with complex needs, with appropriate medium term housing until we can offer social housing.

In 2011–12, we supported 717 people through *Start Safely*, the private rental subsidy program targeting women escaping from domestic and family violence. The subsidy, in conjunction with any necessary support services, assists them to sustain long term tenancies in the private rental market.

Our tenancy facilitation services provide short term assistance to help people understand the ins and outs of renting in the private market. We offer information on a wide range of topics such as searching for properties, dealing with agents and landlords, paying a bond and rent, and organising phone and power connections.

## Releasing information on housing wait times

In an initiative to increase transparency and manage demand, HNSW released data to the public in 2011–12 regarding the expected wait times for applicants on the NSW Housing Register. Published online and in printed form, the data includes the number of social housing properties, including properties managed or owned by HNSW, the AHO and community housing providers, as well as the number of people on the social housing waiting list.

The waiting list gives housing applicants and current approved applicants a realistic idea of how long they may need to wait for a social housing property in their chosen allocation zone. Depending on their likely waiting time, applicants may decide to change their allocation zone to one where demand is lower, as in the following case study.

# CASE STUDIES

## Jason uses the wait list information

Jason visited the Inner City Assessment Team at Sussex Street where he used the list now available with waiting times for properties according to location and bedroom type.

He had initially applied for a one bedroom property in an allocation zone in Sydney's inner city. However, after learning there would be a considerable wait due to high demand, Jason opted for a studio apartment in the same zone which had a much lower wait time.

*Jason said, "It was really useful being able to use the wait list information. It means I've been able to change my preference to one with a shorter waiting time, which is great."*

Applicants have access to data about expected wait times by allocation zone – groups of suburbs or towns where social housing is available – and by bedroom type, ranging from studios to four bedroom properties. The information covers properties managed or owned by HNSW, the AHO and community housing providers participating in Housing Pathways – the single application system for social housing in NSW.

The client service officer who worked with Jason said the client "was very happy to access the wait list information. It helped him find housing to meet his needs in the same area, but with a much lower wait time."

## What a difference a loan makes

Maria used a *Rentstart Bond Loan* to secure a private rental property, finding a three-bedroom residence in Padstow for herself and her five children.

Under the program, she was eligible to receive an interest-free loan of up to 75 percent of the rental bond to help establish her tenancy. With a weekly rent of \$350, the bond for the property came to \$1400. But, with a loan of \$1050 and 12 month plan repayment period, Maria was able to manage her money.

The real estate agent has recently extended her initial three month tenancy, showing how effective the program is in helping people to rent privately. *Rentstart Bond Loans* are repayable and any payments made by tenants can be returned to them at the end of the tenancy.

*"The Bond Loan was a life saver," said Maria, "without it my only option was a women's refuge."*



## CASE STUDY

### Increasing access to affordable housing

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# CASE STUDY

## Housing makes a degree possible

Mark is a young student completing a degree in International Studies full time at the University of New England. Having found affordable housing through the ERA program, he's able to concentrate on his studies.

Under the ERA program people like Mark who want to study full time at a regional university or TAFE are eligible for accommodation, as are those offered jobs in regional centres.

Everything fell into place for Mark with ERA. "I was afraid of moving because I would have to find a place to live," he said. "I knew I would struggle financially because, as a full time student, I couldn't work enough hours to support myself.

"The program has allowed me to do everything I wanted to do. The house is nice and modern and I can still study full time.

*"This is a very exciting time for me because students in remote areas don't have the same choices as people living in larger cities. I feel very lucky".*

More information about the ERA program is available at [www.aho.nsw.gov.au/rihnp/era](http://www.aho.nsw.gov.au/rihnp/era)

## Delivering improved housing for Aboriginal people in need

We recognise that good quality, well managed housing is closely linked to improvements in Aboriginal health, education and employment. The AHO leads the way in housing and tenant service provision. At 30 June 2012, it had a portfolio of 5237 properties, 4818 of which are managed by HNSW and 98 of which were properties tenanted by Aboriginal people and transferred by HNSW over the year.

## Building a sustainable Aboriginal housing sector

The *Build and Grow* Aboriginal Community Housing Strategy aims to improve housing for Aboriginal people in NSW and help break the cycle of disadvantage in their communities. Prepared in consultation with Aboriginal communities, it supports Aboriginal community housing providers (ACHPs) to develop a sustainable and viable housing sector.

In 2011–12, the ACHPs registered with the AHO under the strategy benefited from the introduction of rent subsidies and funding to reduce the maintenance backlog on their properties. Repairs and maintenance to more than 269 dwellings across NSW included installation or replacement of smoke alarms, modifications for people with disabilities and replacement of kitchens.

Other major achievements under the strategy, which received a National Special Recognition Award at the Excellence in Indigenous Health Awards, included:

- a new registration policy to ensure all ACHPs have demonstrated capacity to manage properties
- time limited subsidies to assist ACHPs become professional property and tenancy managers
- achievement of registration and recognition as 'well performed' by 17 housing providers.



## Progress under national agreement

The National Partnership Agreement on Remote Indigenous Housing is a ten year shared commitment by the Commonwealth, State and Northern Territory governments to address severe overcrowding, homelessness, poor housing conditions and severe housing shortages in remote Aboriginal communities.

Achievements in 2011–12 under the agreement include:

- delivering of 38 new houses for Aboriginal people in NSW
- refurbishing 148 houses in urban and regional areas and a further 121 in remote areas, all owned by the Aboriginal community housing sector
- providing more local employment opportunities for Aboriginal people through the housing construction and maintenance program. Aboriginal workers comprise 33 percent of the building workforce, which exceeds the Commonwealth and State target of 20 percent
- delivering an additional 13 new homes through the *Employment Related Accommodation (ERA)* program, which helps Aboriginal people take up work or study opportunities in 18 regional locations – see the case study on the left.





## CASE STUDY

### Hillston project builds housing and hope

A new project funded by the AHO has given inmates at the St Heliers Correctional Centre the chance to learn new skills while building a home for a family in need.

The project involved constructing a four bedroom modular home at the centre in Muswellbrook which was then transported and installed hundreds of kilometres away at Hillston.

Of the 38 inmates who worked on the project, 14 were Aboriginal men, a number of whom were enrolled in the Certificate II Building Construction course. All project

participants received training and gained experience in carpentry, painting, tiling, cabinet making, plumbing and electrical work as well as other building trades.

Aboriginal participant Jimmy B saw the project as a second chance. "I done a lot of time and always got placed in useless, boring jobs. I knew I could do better if someone just gave me the chance," he said.

According to Bill Holland, Manager of Industries at the St Heliers Correctional Complex, the program can be a life changing experience. "The increased levels of self esteem, of feeling valued and of having made a contribution that these men talk about is real, and of incalculable value," he said.

**The house built by correctional centre inmates in its final location.**



## Safe houses

Aboriginal women and children escaping violence in western NSW can find short term crisis accommodation, as well as transitional and long term housing, through the *Safe House* program in Wilcannia, Walgett, and Lightning Ridge.

In 2011–12, the number of safe houses increased with completion of a complex at Wilcannia comprising two crisis accommodation units, two transition units and two exit houses plus counselling and office accommodation. Compass Housing, which is managing the complex under the auspices of the NSW Women's Refuge Movement, has access to the full range of FACS support services.

The AHO consults with stakeholders, including local councils and community groups, in developing safe houses to ensure they are culturally appropriate for Aboriginal people.

## Building, maintenance and sales

In 2011–12, 83 new dwellings were completed at a cost of \$31.4 million available under the AHO *Capital Works* program. HNSW transferred four homes under various programs to compensate for the AHO homes sold or allocated for other purposes.

The AHO improved the liveability of homes for Aboriginal people over the year by funding:

- \$11.6 million for maintenance on AHO properties under a 10 year program that will eventually cover all 5000 AHO dwellings
- \$15.5 million for repairs and maintenance on AHO dwellings managed by HNSW
- \$400,000 for repairs and maintenance on AHO dwellings managed by ACHPs.

Aboriginal builders, tradespeople and apprentices are involved in building and maintenance projects where possible.

During the year AHO sold two homes, one to a tenant who was assisted through the Indigenous Business Australian Home Purchase Scheme, under which tenants can ask to buy their home.

## Housing people with disability

Under *Stronger Together 2*, the government's plan to reform disability we are delivering 1750 new accommodation support places for people with disability services.

Accommodation support will be flexible and recognise that people have differing needs over the course of their lives. In keeping with the message we are receiving from stakeholders, there will be more choice for people with disability and their families.

In 2011–12 FACS:

- purchased 35 sites for the *Supported Accommodation* program
- provided funding of \$10 million to community organisations to begin land acquisition for the *NGO Large Residential Centre Redevelopment* program
- retrofitted 38 group homes with fire sprinklers to improve the safety of residents and staff
- provided \$500,000 in recurrent *HACC* funding to Catholic Healthcare for its *Squalor* program, which assists people in poor living conditions across NSW, including those who have hoarding tendencies and live in domestic squalor.

People with an intellectual disability moving from a correctional facility into the community can take advantage of the specialised accommodation and support options available through the Community Justice program. These include pre and post release clinical case management services and recreational/diversional activities aimed at reducing the likelihood of reoffending. Under *Stronger Together 2*, an additional 30 places were available under the program in 2011–12, bringing the total to 230.

## Boarding house reform

FACS monitors compliance by operators of licensed residential centres (boarding houses) under the *Youth and Community Services Regulation 2010*.

Realising the need for industry reform, the NSW Government convened an interdepartmental committee comprising members of the Department of Premier and Cabinet, FACS and other relevant agencies to develop a detailed reform proposal. Cabinet subsequently endorsed the committee's proposal for changes to boarding house regulations. The reforms will be incorporated into the new Boarding Houses Bill 2012, and includes the introduction of:

- a central register for all NSW boarding houses
- principles-based occupancy rights to govern the relationship between residents and boarding house proprietors
- increased standards of accommodation for smaller boarding houses
- enhanced powers of entry and associated inspection regimes
- increased penalties for non-compliance with the regulations.

Following consultation on the draft NSW Boarding Houses Bill 2012, the Minister for Disability Services will introduce the final Bill to NSW Parliament in 2012. ●

1 | Improving services and lives

# 3 | Supporting people with disability to realise their potential

## 1 | Improving services and lives

# 3 | Supporting people with disability to realise their potential

Estimates indicate that more than a million people with disabilities live in NSW of which 420,000 have a severe or profound disability that restricts their ability to communicate and undertake mobility or self-care activities. Many are self sufficient and able to lead full lives in the community. Others require specialist assistance. A significant number are cared for by their family and friends with the assistance of government or community services. With a population that is living longer, greater pressure is being placed on families and carers as well as on service providers to provide more services for longer.

For some years FACS has been asking people with disability, their families and carers about services. Their response has been clear. All want a greater say in how their services are provided, a greater capacity to have sustainable lifelong supports and greater flexibility in the services they access.

Acting on this advice, our reforms under *Stronger Together* and, more recently, *Stronger Together 2* focus on creating a more flexible and innovative system for people with a disability, their families and carers. The reforms place people with disability at the centre of decision-making on matters that affect their lives by expanding person centred approaches and individualised funding models across the sector.

Ageing, Disability and Home Care (ADHC) is the lead division within FACS for disability services. ADHC delivers these reforms through partnerships with non government and local government service providers, peak bodies, advocacy and industry groups and regulatory bodies. We provide services to more than 300,000 people with disability, their families and carers. To optimise service delivery, more than 80 percent of our 13,600 plus staff work directly with clients.

## Priorities

We are working towards Goal 14 under the *NSW 2021* report: Increase opportunities for people with disability by providing supports that meet their individual needs and realise their potential.

In doing so we are:

- actively involving people with disability in service design and delivery
- giving them greater certainty for the future by taking a lifespan approach in planning services
- building a non government disability sector with the right capacity to meet increasing demand.

## Achievements

Key achievements from this year are:

- allocation of a record \$2.02 billion in new growth funding 2011-16 (\$137.8 million in 2011-12) to support the disability reform program – the largest investment in disability services in NSW history
- extensive consultation on how to put people at the centre of decision-making. More than 4000 people attended the 350 *Living Life My Way* consultations held statewide
- allocation of a *Supported Living Fund* package to 107 people with disabilities to allow them to choose the services that suit them best. This is part of the \$60 million supported living commitment under *Stronger Together 2*, which will benefit a total of 300 people
- implementation of the *Let's See It Through: Aboriginal Employment Strategy 2011-2015*, which resulted in Aboriginal traineeships for 29 assistants in nursing, 137 disability support workers, 17 Aboriginal cadetships and an increase in the number of case managers with an Aboriginal background from 4.2 percent to 7.3 percent
- successful management of the transition of *Home and Community Care* (HACC) services for older people to Commonwealth operational responsibility from 1 July 2012
- the rollout of an additional 1393 flexible respite places for people with disabilities across NSW.

## A stronger role for non government organisations

Community organisations play a key role in providing services for individuals and their families that are in tune with local and personal needs. We therefore partner with:

- over 900 organisations in the non government sector
- peak bodies and industry groups representing older people and people with disabilities, their families and carers
- local, State and Commonwealth Government agencies

The majority of disability services are funded by FACS and delivered by the non government sector, with only 27 percent of services directly operated by FACS. Chapter 3-1 outlines how we are building the capacity of non government organisations to improve services.

## National Disability Insurance Scheme

In the *Disability Care and Support* report released in August 2011, the Productivity Commission proposed a National Disability Insurance Scheme (NDIS), a new way of funding services to Australians with a 'significant' disability. The NDIS will give these people more flexibility in which services they access. The NDIS proposal has been supported by the NSW Government and the Hunter region proposed as a national trial site.

A Select Council on Disability Reform, comprising Disability Services Ministers and Treasurers, has been set up by the Council of Australian Governments to progress work on the NDIS. It takes a partnership approach and includes people with disabilities and family members, carers, community advocates and service providers of people with disability.

NSW has been working with the Commonwealth and other States and Territories on the design, governance and policy framework to ensure a successful first stage of the NDIS.

The FACS *Stronger Together 2* program places the person with disability at the centre of decision-making and promotes a lifespan approach to planning support needs. These developments, as well as the introduction of individualised funding reforms, position NSW well for the introduction of the NDIS. The *Stronger Together 2* reforms have been designed to build social capital through strengthening partnerships with community organisations and increasing their capacity to deliver high quality person centred services. FACS will leverage this capacity to deliver the NDIS.

## Stronger Together 2

Improving support for people with disabilities, their families and carers is central to the NSW Government's 10 year plan, *Stronger Together – a new direction for disability services in NSW 2006-2016*. This year we entered the second five year phase of the plan, *Stronger Together 2* which involves a record \$2.02 billion in new growth funding (\$137.8 million in 2011–12) – the largest investment in disability services in NSW history and the most significant investment made by a state government in Australia.

*Stronger Together 2* will change lives by:

- increasing disability services' capacity by more than 47,000 places over five years
- supporting people with disabilities to realise their potential by ensuring they are at the centre of decision -making on matters that affect their lives
- giving people with disabilities access to individualised and portable funding arrangements from July 2014.

The following table shows the performance against targets of *Stronger Together 2* programs.

## Stronger Together 2 delivery

	2011–12 Target	2011–12 Delivered
Supported Accommodation	300	308
Flexible Respite	840	1393
Day and Post School Programs	870	932
Community and Family Support	2755	2703
<b>Total</b>	<b>4765*</b>	<b>5336</b>

\* Excluding Decision Support Services Ability Links

## National Disability Strategy

*Stronger Together* and National Disability Insurance Scheme will not work unless there is improved and equitable access to mainstream services and an inclusive community. There is a strong need to change attitudes about disability by governments and the broader community to promote dignity and human rights, and to support the participation of people with a disability in all aspects of community life.

To this end the Council of Australian Governments endorsed the National Disability Strategy in February 2011. The main objective of the National Disability Strategy is to bring the needs of people with disability and their families into the 'mainstream' community.

The Commonwealth Government with States and Territories developed a national plan to implement the National Disability Strategy - *Laying the Groundwork 2011 – 2014: the First Implementation Plan for National Action*.

The NSW Government announced our commitment strategy in August 2011. A NSW implementation plan is under development which will involve all government departments and incorporate feedback from stakeholders. There will be strong accountability - the NSW plan and regular reports against progress will both be made public.

## Living Life My Way – more than 4000 people have their say

In July 2011, more than 500 people with disabilities, their families and carers, service providers, peak agencies and advocates shared their views on how to shape the disability

service system to be more person centred at the *Living Life My Way* summit. The summit was an important step in moving away from a one size fits all service system to one in which people receive individualised supports so they can achieve meaningful goals based on their own needs, desires and aspirations.

Subsequently, we held an extensive series of *Living Life My Way* consultations with people with disability, their families and carers, service providers and other stakeholders across the state. These included targeted consultations with Aboriginal people, people from CALD communities and people with an intellectual disability. More than 4000 people attended over 350 consultations. We also received 168 written submissions from individuals and organisations.

The consultation process was designed to maximise opportunities for people with disability, their families and carers to provide input to the development of this new funding approach. There was strong support for implementing individual disability support budgets in NSW. In particular, participants identified the need for better planning support and improved access to accurate, reliable, relevant and comprehensive information to assist them in making choices.

Feedback from the *Living Life My Way* consultations is informing the planned expansion of individualised funding arrangements to all disability service users from 1 July 2014.

Summing up the value of person centred planning, a family member of a person with disability said: "Person centred planning acknowledges the fact that disability does not mean inability because it gives the person power and control over their life."







## CASE STUDY

### Leonie takes control

At 57, after the death of her parents, Leonie's goal was "to live in a small place and be independent like everyone else, instead of standing round, watching TV all the time."

Leonie's plan for independence was successful with the help of the Ballina Accommodation Service (BASS). Not only did she start to do the banking and shopping, she also decided she was ready to move into her own place.

To demonstrate Leonie's ties to the local community, a BASS worker filmed Leonie's day to day interactions. Leonie's family were introduced to her friends and saw her enjoying a more independent life.

Leonie, her family and BASS staff met and developed an action plan showing who would support her to live independently and how this would be achieved. A member of Leonie's family said they "were delighted to be a part of the new 'person centred' planning."

*The results for Leonie have been life changing. In her words: "I've come a long way from what I was in the first place. I'm not so quiet like I used to be, I used not say 'boo' to anyone. I'm on my own, independent now."*

## Community and specialist support

The majority of people with disability live at home with the support of their family and friends. ADHC community support services help people to continue living at home and participate in their community. These services complement their existing support networks and recognise the importance of the carer and the care giving relationship. Services include supported accommodation in community settings and community living. Supported accommodation

includes 24 hour support and drop in arrangements, while community living services support people living in the community or with their families.

Specialist support services support people with disability needing additional assistance due to the complex or medical nature of their disability.

The table below shows client numbers and total expenditure by service group for 2011–12.

### Summary of community and specialist support services

Service group	Share of expenses 2011–12 (%)	Share of clients 2011–12 (%)	Provider	No. of clients 2011–12	Total expenditure 2011–12 (\$m)
Community Living <sup>1,2</sup>	34.2	1.61	ADHC operated	1700	338
			ADHC funded	5300	348
			ADHC funded boarding house relocation program	670	68
			Leaving Care	380	37
			Community Justice Program	200	19
Large residences	9.2	0.26	ADHC operated	910	181
			ADHC funded	410	37
Emergency Response	1.0	0.07	ADHC funded	350	24
Personal Care <sup>3</sup>	3.4	0.27	Attendant Care Program	910	64
			High Needs Pool	460	16
Respite	12.8	13.03	ADHC operated– Disability	2200	42
			ADHC Funded – Disability	8300	96
			ADHC (Home Care) and ADHC funded – HACC	56,000	166
Community Participation	6.0	1.08	ADHC funded – Community Participation	4300	113
			ADHC funded – Post school options	1200	29
Skill development & Day Programs	3.9	1.87	ADHC operated	960	9
			ADHC funded	7700	81
			Boarding House Residents Support <sup>4</sup>	880	3
Personal Assistance	14.7	39.78	ADHC (Home Care) and ADHC funded – HACC	204,000	347
Support for Families and Children	1.8	2.07	ADHC funded	11,000	42
Transition to Work	1.1	0.39	ADHC funded	2000	27
Therapy and Fixed Term Intervention	8.0	13.71	ADHC operated– Disability	15,000	112
			ADHC funded – Disability	12,000	34
			ADHC Home Care and ADHC funded – HACC	44,000	43
Information, advocacy and linkage services	4.3	25.87	ADHC Home Care and ADHC funded – HACC	133,000	103

1. ADHC operated and ADHC funded Community Living includes Group Home and other models of supported accommodation. The unit cost between ADHC funded and operated community living are not comparable as a higher ratio of clients in ADHC operated community living are in Group Accommodation compared to ADHC funded community living clients. 2. This excludes payments made by NSW for Community Packaged Care delivered to Younger People (no NSW outputs). 3. This excludes payments made by NSW for Residential Care delivered to Younger People (no NSW outputs).

4. This refers to people accessing ADHC funded disability MDS 2.01 and/or 3.01 services, provided under the Boarding House Resident Support program.

## CASE STUDY

### Jeremy settles in to life after school

Jeremy, who attended Kurrambee School at Werrington, had to prepare for life after school. Making the important decisions easier for Jeremy and his mother, Suzanne, was the school's transition program, which runs information days for students and their families, and bus excursions to a range of services.

Jeremy and Suzanne visited a number of providers. Both were interested in an Australian Foundation for Disability (AFFORD) outlet in Western Sydney, where Suzanne was impressed by the atmosphere and staff. The two met with AFFORD staff to discuss Jeremy's interests in his last term of Year 12. This helped Jeremy and his family prepare for leaving school and the move to different routines the following year.

Jeremy began by attending AFFORD a few hours each day until he was comfortable with full days. When he felt settled, Jeremy, his family and his case worker developed an individual plan, which included some of his goals from school.

Jeremy was able to bring his personal folder and communication book from the school to the service which helped with planning and communication. The service now uses this as an aid to communicate with Jeremy's family.

*"Jeremy has settled in very well at AFFORD and enjoys his days, especially when he buys lunch," said Suzanne.*

Jeremy mainly interacts with staff, but his family hopes he will spend more time with the other AFFORD participants as he gets to know them.



## Skill development and day programs

More than 15,000 people with disability chose and took part in a range of community activities in 2011–12, including the *Community Participation*, *Life Choices* and *Active Ageing* day programs. Currently over 100 organisations offer these programs across NSW.

Program funding is individualised and portable. The programs focus on building independence, active participation and access to employment opportunities. All programs rely on ADHC's partnerships with mainstream services, organisations and networks.

More than 4,300 young people with moderate to high support needs took part in the *Community Participation* program, which provides ongoing support to people with disability who have high support needs as an alternative to paid employment or further education. Among their number this year were a further 303 school leavers. Their involvement was made possible by additional *Stronger Together 2* funding of \$9.7 million in addition to annual funding of over \$123.2 million.

## Transition to Work

Young people with disability need skills and confidence to make the transition from school to work or further education. The *Transition to Work* (TTW) program helps at this critical time by offering young people, particularly those with moderate to high needs, a two year support program to get them ready for the next phase of their lives. In 2011–12, the NSW Government invested \$13.4 million to provide program places for a further 912 school leavers

with disability. On average, 60 percent of TTW participants successfully move on to work or further education.

In 2011–12, 26 young people told ADHC about their journey from leaving school to TTW and then into employment. As part of the *TTW Good Practice Project – Building TTW Multimedia Resources*, ADHC recorded their stories to show other young people with disabilities and their families what's involved in finding and staying in work.

## Respite

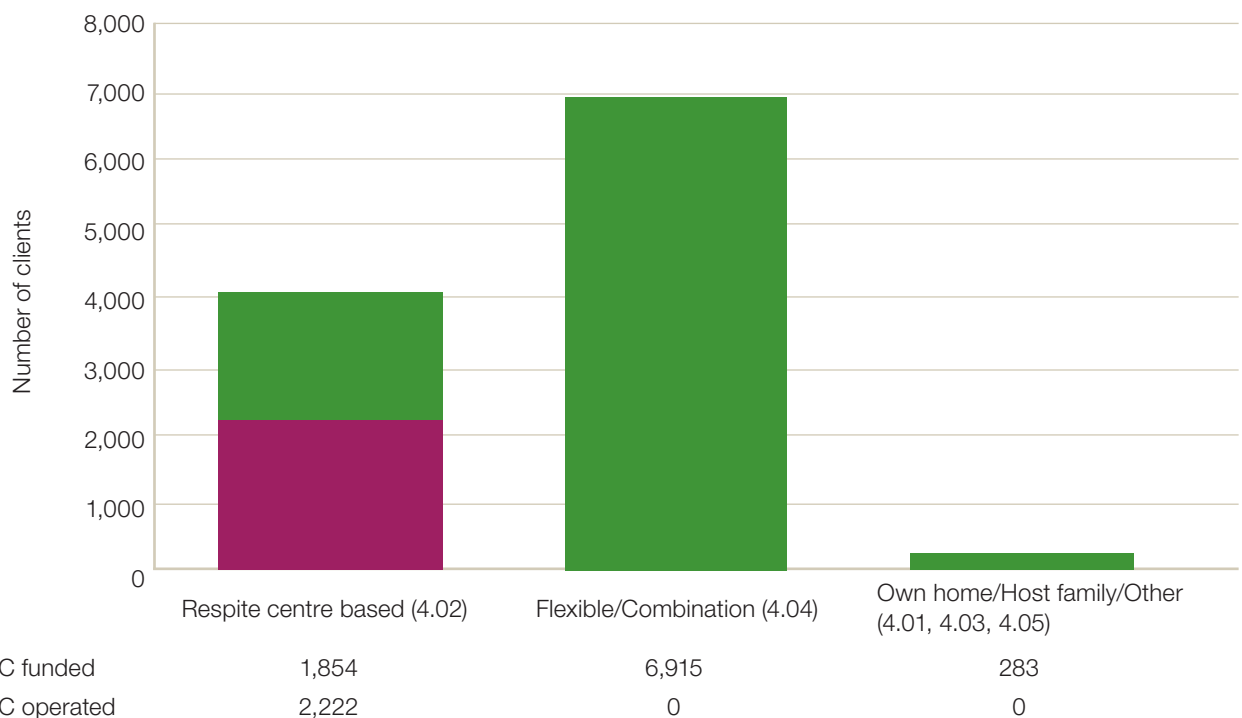
Families and carers needing a break can use a range of short term respite services, knowing that the person with disability for whom they are caring will be taking part in meaningful social and leisure activities. Respite options are flexible in meeting individual needs. There are three main respite settings: home based, community based and centre based.

The table below shows client numbers for ADHC operated and funded respite services by sector for 2011–12.

More families and carers were able to use respite services in 2011–12 with an additional 1393 flexible respite places made available across NSW. This is part of the extra 4500 flexible respite places to be provided by 2015–16 under *Stronger Together 2*, an increase in respite capacity of approximately 30 percent.

One of the innovative respite initiatives that maximises opportunities for people with disabilities is the *Inclusive Community Education Program* (ICEP). ICEP offers recreation and leisure courses through community

## Disability clients in respite by sector



colleges for adults with disability who are aged 18 to 45 and have an unpaid carer. Participants can build friendships and social networks while enjoying such activities as photography, computer skills, cooking and gardening.

After a successful two year pilot of ICEP ending in 2011–12, the program has been expanded statewide under *Stronger Together 2*. By 2015–16, ICEP will be available across the state.

### Therapy and fixed term early assistance services

A key element of *Stronger Together 2* is the significant growth in the number of therapy places. This has improved outcomes by:

- enhancing service provision in ADHC community support teams
- increasing capacity in the community sector
- increasing collaboration by government and community agencies, including with the Department of Education and Communities and the Ministry of Health.

*Stronger Together 2* has continued the emphasis on integrating supports across the life of people with disability to maximise the effectiveness of therapy. Delivery of therapy services by the community sector is being expanded with a focus on children (0 to 8 years). Targeted and timely support for children in this age bracket helps families to maintain support networks and reduce their long term reliance on the disability service system. Therapy support also assists

people with disability to learn new skills and maintain support arrangements. At the same time it builds the capacity of local communities and mainstream services to respond to the needs of people with disability, their families and carers.

In 2011–12, the Therapy in Schools project was established in the Hunter region to build partnerships between ADHC, local schools and community organisations to enable children with disability to receive therapy intervention and consultation in mainstream educational settings. This is a step towards maximising the inclusion of children with a disability in the mainstream school environment while also building the capacity of teachers and other educational staff. The outcomes of this project will strengthen the Department of Education and Communities' focus on disability in education through the *Every Student Every School* initiative and inform the expansion of similar projects across NSW.

Where young people have more complex needs, the Client Monitoring and Review System Independent Review Panel, which operates across all regions and programs, can decide whether, for example, additional specialist services or more comprehensive supports should be put in place.

This includes people accessing ADHC funded disability MDS 2.01 and/or 3.01 services provided under the boarding house resident support program.

In 2011–12, almost 13,000 people accessed community therapy and intervention services and an additional \$2.52 million in recurrent funding provided 505 new therapy places.





## CASE STUDY

### Chris explores his passion for film

Chris is one of 12 students who recently completed an ICEP filmmaking course at the Sydney Community College.

Before Chris started the year long program of theoretical and practical workshops, he loved to watch movies. Now he watches films in a new way. Chris can tell his family what genre of film they are watching and has developed a critical eye for symbolism.

Chris and his fellow students were introduced to the craft of filmmaking, which led to writing and producing their own short film, *The Interviewer*. Each student chose a role and was mentored by industry professionals during production.

*Chris said, "I really enjoyed learning about camera work."*

For Chris, the opportunity to explore ideas in a supportive environment has been a valuable experience. His mother Jacqui says: "this is an excellent course that has taught Chris about the complexities of film making."

An interest in film has now blossomed into a passion for filmmaking, supported by a new foundation of knowledge and practical skills. Chris is currently inspired to combine filmmaking with his other passion, hip-hop dance.

## Making families stronger

Our most vulnerable clients are getting the help they need early under the *Strengthening Families* program, which focuses on the long term safety and wellbeing of children under nine (including unborn children) who are at the highest risk of future abuse or neglect. Parents with intellectual disability and/or significant learning difficulties are eligible to participate. They receive case management and a mix of quality children's services, one to one casework in the home, one to one and/or group parenting education, and coordinated access to specialist services. Families participate in *Strengthening Families* for an average of 12 months.

## Complex needs

Comprehensive support under the *Integrated Services Program* (ISP) is enabling 32 people identified as having multiple and complex needs to lead more fulfilling lives. ISP is a partnership involving the FACS divisions of ADHC and HNSW as well as Mental Health and the Drug and Alcohol Office in the Ministry of Health. It provides additional time limited services to clients and their support network, including comprehensive assessment, behaviour support, supervision, case coordination and accommodation.

Following a review of the people nominated for ISP services between 2005 and 2011, ISP has developed specialised therapy models for people with borderline personality disorders and/or acquired brain injury.

To serve clients better, ISP is also building workforce capacity. Initiatives include developing face to face and e-learning modules to support clinical practice in intellectual disability mental health, funding targeted community and government providers to work more effectively with this group, and sponsoring psychiatry fellowships in intellectual disability.

## Attendant Care and High Needs Pool

People with a physical disability or an acquired brain injury are achieving greater independence with intensive, daily personal care through the *Attendant Care* program (ACP). Services are flexible and portable, with people also able to access up to \$10,000 in one off funds to assist in buying equipment, technology or certain household items. In 2011–12, 910 people accessed personal care services under the ACP, with 61 additional places made available during the year.

In the same period, over 460 High Needs Pool service users accessed 520,000 hours of services. The High Needs Pool provides people with up to 35 hours of help per week, including help with personal care, domestic chores, respite and home maintenance, and is funded under the *HACC* program.

The program's integrated range of basic personal care and support services assists clients with everyday tasks. These services improve clients' quality of life and helps them live independently at home and in the community rather than move prematurely or inappropriately to long term residential care.

Services were greatly enhanced in 2011–12 following:

- continued interagency work to improve care and support for people with acquired brain injury and rapidly degenerative neurological conditions
- development and trialing of suitable models of support for client groups, for example, the Smoke Alarm Subsidy Scheme for people who are hard of hearing
- recurrent funding for flexible respite options (Flexirest) and brokerage packages for people with degenerative neurological conditions
- sector capacity enhancement through training, mentoring, information and research on the needs of people with an acquired brain injury.

## CASE STUDY

### Joe learns what's right

Joe is 24 years old and is using the skills learned during his time with the *Integrated Service Program*. He lives independently with support on hand when required.

Juvenile Justice referred Joe to the program. He had a history of mental health issues and experienced significant drug and alcohol problems. His housing arrangements had broken down and he was in regular contact with the police on a range of issues.

Reflecting on the many things that changed for the better during his time with program, Joe said these included "making sure I don't drink too much, helping me with my manners and making sure I don't take drugs." Participation also enabled Joe to stay connected to family and assisted him in getting a job.

Joe's involvement with the program meant he had stable housing, case management, clinical support and access to a coordinated range of mental health and therapy services. Overall, it helped him "be disciplined and know what's good and bad."

## Services to support independent living

### Home and Community Care

*HACC* services provide basic supports for people with disability and their carers to enhance independence in their own homes and communities, and prevent premature admission to residential or institutional care. Services include domestic assistance, home modifications and maintenance, food and linen services, transport, respite services and centre based day care.

The majority of clients are people 65 years and over, or 50 years and over for Aboriginal people. Twenty percent of *HACC* clients are younger people with disabilities.

From July 2012, the Commonwealth Government will assume responsibility for the provision of *HACC* services for seniors.

### HACC transition

The NSW Government endorsed the National Health Reform Agreement (NHRA) in 2011–12. Under the agreement, the Commonwealth will take responsibility for aged care and disability services, including services funded under the *HACC* program, for people aged 65 (50 for Aboriginal Australians) from 1 July 2012. NSW supported the age split reforms as the new arrangements simplify access and provide clear service and referral pathways for clients and carers. This transfer will allow FACS to focus on the key area of supporting people with a disability.

FACS planned for the transition of *HACC* services for older people to Commonwealth responsibility and supported non government organisations services prior to the transition, ensuring that there was no disruption to the sector or to client care. To assist with the transition, FACS made one off payments up to \$15,000 to all funded community care providers.

The new funding arrangements for *HACC* services were developed in close collaboration between FACS and the Commonwealth. *HACC* providers will receive funding from FACS and/or the Commonwealth from 1 July 2012. FACS will continue to monitor the new service arrangements to ensure that they serve the best interests of clients, communities and service providers.

### Home Care Service of NSW

The Home Care Service of NSW (HCS) is the largest provider of *HACC* services in NSW, employing more than 4,500 staff and providing over 3.9 million service hours to 49,500 clients.

Overall in 2011-12:

- the Referral and Assessment Centre received 71,300 inquiries and 26,700 referrals this year, averaging 107 referrals each day
- 42,000 clients accessed 1.6 million *HACC* domestic assistance service hours
- 9,200 clients accessed 1.4 million *HACC* personal care service hours
- 1,400 clients accessed 185,000 *HACC* respite care service hours.

A major focus for HCS this year was preparing for the transition to new funding and program arrangements in the community care sector, responding to the NHRA and the new directions that are emerging in provision of services to younger people with disability.

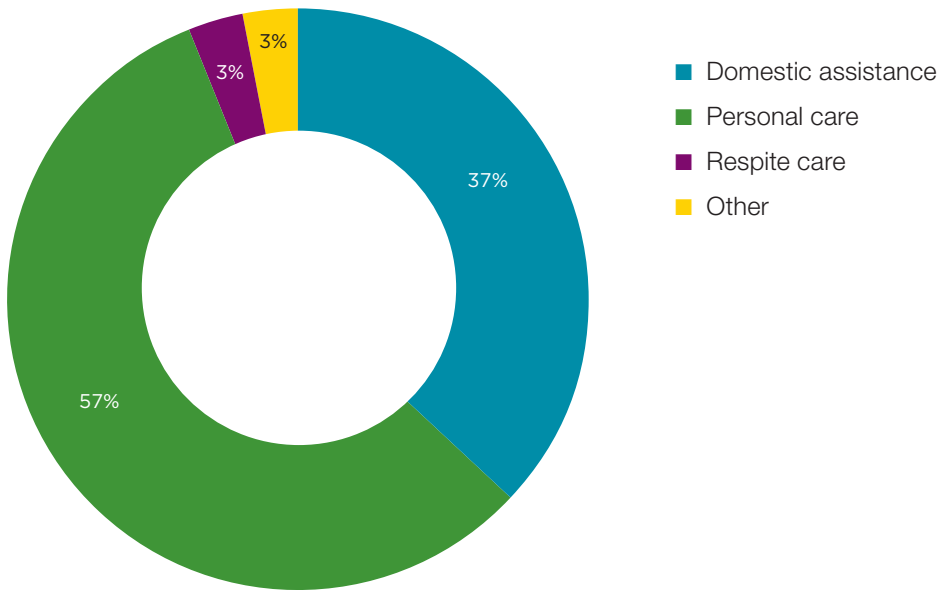
This work included gaining a better understanding of HCS client profile and costs to prepare for implementation of new funding agreements from 1 July 2012. Approximately 80 percent of HCS clients will be covered by the new funding agreement with the Commonwealth Government.

HCS continued to apply the cost efficiencies it has gained through improved recruitment, rostering and support of care workers to providing more services to clients.

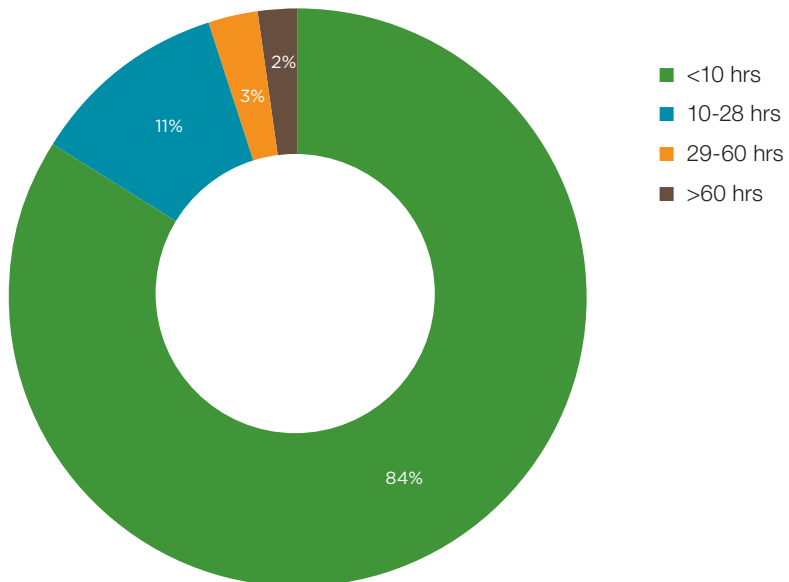
HCS finalised a plan for implementation of new person centred service models including services that enable independence and wellness. The plan provides for a phased implementation over four years. A number of pilot projects will be conducted and a final service model will be developed based on the results and lessons from the pilots.



## Number of Home Care service visits 2011-2012



## Percentage of clients by monthly service hours in 2011-2012



## Supported Accommodation

In 2011–12, ADHC delivered 308 new accommodation support places across NSW, including:

- 107 *Supported Living Fund* (SLF) places providing ongoing, portable funding for the purchase of a combination of traditional disability supports and mainstream services, complementing a person's existing supports and networks
- 103 Other Special Support services (Drop in and Independent Living)
- 68 *Leaving Care* places
- 30 places within the Community Justice program.

## Supported Living Fund

In 2011–12, 107 people were allocated a SLF package which enabled them to live in a home of their own with a mix of paid supports and assistance from family, friends and community. They were also able to call on specialist support planners to help achieve their supported living goals. The packages demonstrate the person centred approach, allowing people to make their own decisions about their on going support and accommodation. Funding is individualised and portable.

As part of the intake process for the 2011–12 funding allocation, Family Advocacy and the NSW Council for Intellectual Disability conducted 21 supported living information seminars, which were attended by 900 participants across the state. These were followed by 34 capacity building workshops for successful SLF participants, their families and carers. The Carers NSW 1800 Information Line assisted with the application process and took over 200 calls.

The SLF packages are part of the \$60 million supported living commitment under *Stronger Together 2*, which will benefit more than 300 people by 2015–16.

## Independent Living Support Initiative

This year 68 young people with disability developed independent living skills and moved into a home of their own through the \$5 million *Independent Living Skills Initiative* (ILSI) program. They graduate knowing how to cook, manage money, do the washing and shopping, communicate and look after their own health and safety. Skills training is one on one.

Once they complete training, people often choose to move out into a granny flat, share a house with friends or siblings, or remain in the family home but rely less on parental help. For parents, letting go is part of the process. The ILSI documentary *Let the Journey Begin*, produced by ADHC and Down Syndrome NSW, follows Leigh (*right*), Sophie and Jane on the path to independent living.

## Leaving Care

The transition from care to independent living is an important journey. Young people with disability who are under the parental responsibility of the Minister for FACS receive help from the *Leaving Care* program to identify their goals and the support they need to live in the community as young adults. In 2011–12, 381 young people accessed the *Leaving Care* program, which is a 22 percent increase on 2010–11.

The young people using the program can choose from different accommodation options. These can include remaining with a foster carer, living in a group home or living in the community with a range of supports, such as personal care, case management and service coordination. They have mentors, if needed, to assist them in developing the confidence and skills to make informed choices to lead fulfilling lives. In addition, the program provides opportunities for social and community participation to increase independence.

## Large residential Centres

The NSW Government committed to improving the wellbeing and lifestyle of people living in large residential centres by providing new, safe and contemporary accommodation. New accommodation will include new group homes and specialist accommodation for people who require high support for complex ageing, behaviour or health related needs.

As at 30 June 2012 there were 853 people living in six ADHC operated large residential centres, while 14 non government organisations had 360 places.

In 2011-12 ADHC invested \$21.8 million on the redevelopment of large residential centres compared to \$14.4 million in 2010-11. ADHC will work with residents, their families and advocates to get the best possible outcomes from new accommodation and services to be provided from *Stronger Together 2* funding. *Stronger Together 2* allocates \$255 million in capital and recurrent funding for new and more home-like accommodation, both ADHC and non government operated, for people living in large residential centres.

Redevelopments will take a number of years and will incorporate consultation with residents, family members, guardians and other key stakeholders. This time is needed for the delivery of alternative accommodation while redevelopments are taking place and to ensure that residents experience smooth transitions.

## CASE STUDY

### Leigh in the limelight

Leigh is in his thirties and lives in Newcastle with his mum, step-dad and brother. He works three days a week as a doorman at the local bowling club, where he enjoys his favourite hobby, lawn bowls.

Leigh is involved with the ILSI program and has worked hard at developing his independence and social connections. Among his goals are to get his driver's licence, live independently and land his dream job as a public presenter.

Leigh loves public speaking and was Master of Ceremonies at his brother's wedding and his mother's 60th birthday. He also presented at the *Living Life My Way* consultations and at the launch of the ILSI documentary at Parliament House.

*"He does such a great job. I'm so proud,"* says his mother, Diane.

When Leigh has spare time, he helps promote ILSI through presentations to ADHC and regional service providers. You can see one of Leigh's presentation on the ILSI website, [www.ilsinet.au](http://www.ilsinet.au)



On 12 March 2012, the NSW Government announced plans for redevelopment of large residential centres at Westmead and Rydalmere. \$160.4 million will be spent constructing new dwellings for over 300 people at many sites across NSW over the next three years to 2015. An extensive consultation process involving each resident, their families and carers well underway. A total of 221 people representing the families of 129 residents attended 13 family information sessions at Ryde, Wollongong and Wyong during April and May 2012. Other large residential centres have been redeveloped with many recently completed and other projects underway including the ongoing redevelopment of the Riverside Centre at Orange.

In June 2012, \$10.6 million was distributed to four non government organisations to start the redevelopment of their large residential centres. During the coming year work will start redeveloping another six out of the 14 large residential centres operated by non government organisations.

## CASE STUDY

### Graham stays with his wife

Graham is 58 years old and has been married for eight years. With his wife in declining health and needing specialised care, he had a difficult decision to make. If he continued living in the group home and his wife moved to Casuarina Grove\*, where she could receive more specialist care, it would be difficult to visit her every day.

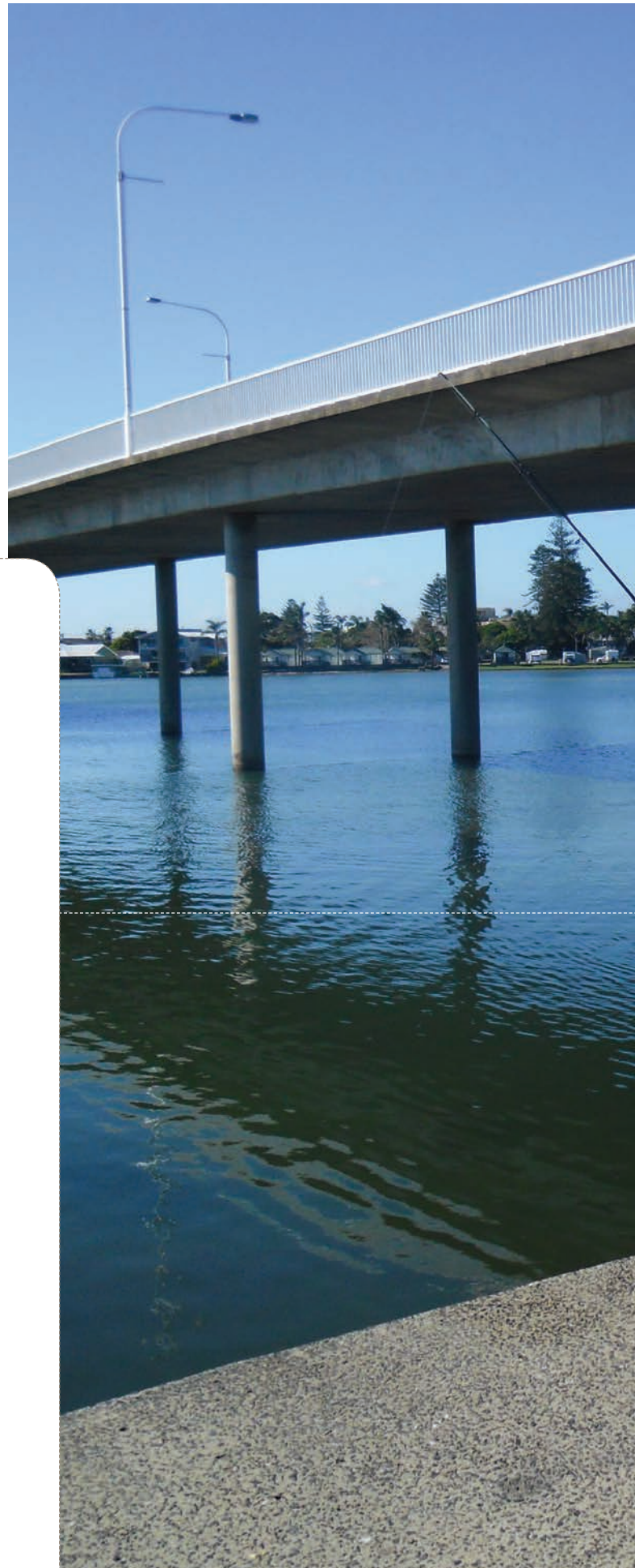
Graham chose to move so that they could remain together.

Staff supported the couple to have time away from the other clients on regular community outings. The couple also use the quiet lounge area where they listen to music and enjoy their meals together.

Graham is an active in the Casuarina Grove community as a member of the newly formed Client Consultative Committee. He has also joined the local council library and the Toukley Senior Citizens' Centre. Graham enjoys many of the leisure and recreational activities available at Casuarina Grove, including wheelchair dancing where he can dance opposite his wife.

Graham and his wife have now settled into their new home, and have decorated their individual bedrooms. Asked what he thinks about living at Casuarina Grove, Graham replied "I reckon it is quite good."

\*Casuarina Grove is a Specialist Supported Living Complex - Ageing service.





## Helping in the workplace

ADHC employees with disability contribute on issues relating to disability in the workplace through the Disability Employee Network. They also use the network to connect with one another and access peer support. New resources such as the *People with a disability in the workplace* guide, help to address institutional barriers to their full participation in the organisation.

## Appropriate housing

In terms of housing, people with disabilities need much more than four walls and a roof. FACS is aiming to provide affordable housing that is designed to suit individual needs, is well located, and linked to the necessary support services.

Key initiatives to improve housing opportunities for people with disability in 2011–12 included:

- providing subsidised housing, subject to special income eligibility requirements, for expenses relating to a medical condition, disability or injury
- providing extra bedrooms for live in carers or storage of medical equipment or to allow couples to sleep separately because of a disability
- offering a Private Rental Subsidy for eligible clients with a mental or physical disability while they wait for a suitable social housing property to become available
- through the Private Rental Brokerage Service, assisting homeless people with complex needs to find and keep tenancies in the private market
- offering tenancy guarantees to private landlords for clients who have experienced difficulties securing a private tenancy.

## Carers

Carers play a crucial role in enhancing the health and wellbeing of others, providing millions of hours of support each week to people with disabilities, mental illness, chronic health conditions, frail age problems and dementia.

There are an estimated 850,000 carers in NSW who receive support through a range of whole of government initiatives, including:

- implementation of the *NSW Carers (Recognition) Act 2010*
- the NSW Ministerial Carers Advisory Council
- new interagency resources to improve identification of young carers
- NSW Carers Awards
- improved disability services through *Stronger Together 2*, including respite expansion and reform, the move to person centered funding, and the new disability carer support group program
- a range of ongoing services targeted to older carers.



The Minister for Disability Services has whole of government responsibility for the implementation of the *NSW Carers (Recognition) Act 2010* (the Act).

The Act establishes clear legislative recognition of carers in NSW. It also ensures that carers' interests will be considered when agencies are developing legislative or policy proposals that significantly affect them.

This year the Office for Carers was established within FACS to manage the expanded responsibilities arising from the legislation and the transfer of policy responsibility for carers from the Ministry of Health.

The Office for Carers has developed a three year plan, together with a suite of publications, to lead implementation of the Act and the NSW Carers Charter across all public sector agencies in NSW,

The NSW Carers Advisory Council is chaired by the Minister for Disability Services. Eleven members of the Council are carers, and include Aboriginal representatives, carers from CALD backgrounds, a young carer and carers with a range of caring experiences, including mental health,



disability, ageing and chronic illness issues. Also on the Council are academics and experts. The Council advises the government on legislation, policy and other matters that have a significant impact on carers. Support for the Council is provided by the Office for Carers.

Through *Stronger Together 2*, we are improving our carer support system to better respond to the needs of carers using more flexible and person centred approaches.

Key FACS initiatives to improve support for carers focus on three key areas:

- supporting priority groups of carers, such as older parent carers, young carers (25 years and younger) and Aboriginal carers, to assist them to maintain their caring role
- supporting carers through Carers NSW, the peak organisation for carers in NSW and the annual Carers Week activities it sponsors
- building the capacity of department operated and funded service providers to support carers.

## Young carers

The statewide *Young Carers* program funded by FACS provides information, education and capacity building to ensure that young people who have caring responsibilities are acknowledged and supported.

The Office for Carers leads an interagency action plan to improve support for young carers to maximise their opportunities to reach their full potential through participation in education, employment and community life.

## Older parent carers

The *Ageing Parent Carer* program has \$18.5 million in recurrent funding, which has provided:

- 903 flexible respite places
- 126 centre based respite places
- 125 day program places in the *Life Choices* and *Active Ageing* programs
- case management future planning support through the *Support Coordination* program for up to 2160 families.

The support coordination component of this program provides case management to assist older parent carers to access services, strengthen social and other supports and plan for the future needs of their children.

Under *Stronger Together 2*, the number and range of adult day programs has been expanded. People with older parents or carers have priority in the allocation of new day program places.

## Companion Card

The Companion Card was introduced in 2009 to assist people with a lifelong disability who need a carer to better participate in the community. It recognises that a carer is indispensable to a person with a significant and lifelong disability and is provided free to people who always or usually requires the assistance of a carer in their daily lives to access the community. The Companion Card allows a person with disability and their carer to catch the train into the city, and to enjoy the theatre or cinema for the price of a single ticket.

In addition to public buses and trains the Companion Card is enjoying strong support from private sector, particularly entertainment and sporting businesses with over 2,400 businesses signing as partners by 30 June 2012.

As of 30 June 2012 there were 15,355 Companion Cards issued. National Disability Services are paid \$1.27 million a year to administer the Companion Card on behalf of the government. ●

1 | Improving services and lives

# 4 | Reducing domestic and family violence



## 4 | Reducing domestic and family violence

Domestic and family violence has far reaching consequences. It contributes to 20 percent of homelessness and is the greatest single factor contributing to death, ill health and disability among women under the age of 45 (Auditor General's 2011 performance audit). It also consumes significant resources, with over 30 percent of child protection and early assistance services plus a percentage of housing and homelessness services being used to help those affected.

Our priority is to reduce the incidence and impact of domestic and family violence. We are doing so by:

- developing a NSW Domestic and Family Violence Framework
- delivering and expanding domestic and family violence programs with our stakeholders
- developing a new three year grants program focusing on effective prevention and early assistance
- building a robust evidence base so that our programs are targeted to have the greatest effect.

### Achievements to date

In 2011–12 we:

- reviewed the *Domestic Violence Grants* program and developed recommendations to improve the program
- began the evaluation of the Domestic Violence Pro-Active Support Service and yellow card systems
- commissioned major research on under-reporting, intimidation offences and crime statistics mapping
- achieved significant progress on privacy and perpetrator responses with the Department of Attorney General and Justice.

### A framework for combating domestic and family violence

In 2011–12, our Women NSW division began work on the NSW Domestic and Family Violence Framework. Its aim is to produce stronger and better integrated policies and practices across government that help minimise trauma for victims, and supports them to feel safe enough not to return to violent situations.

The whole of government framework will reduce domestic violence through:

- holding perpetrators to account, changing behaviours and deterring offending and reoffending
- reforming service delivery for a more coordinated response
- changing attitudes and perceptions that support violence in the community through development of a prevention plan
- working with agencies across the NSW Government, including the Ministry of Health, Department of Attorney General and Justice, and NSW Police
- re orienting the *Domestic and Family Violence Grants* program to ensure that grants progress government priorities
- strong commitments made by responsible departments on reform directions.

The framework will facilitate comprehensive change. It will include primary prevention strategies, and aims to improve governance, accountability and practice standards. The framework will be available for consultation from the end of March 2013.

## Research

We are building a robust evidence base to support policy, program planning and service development. Research projects we commissioned in 2011–12 will provide evidence on the:

- reasons why fewer than half of all domestic violence victims report to the police
- barriers preventing victims from accessing domestic and family violence services
- characteristics of domestic and family violence incidents reported to the police.

This research will inform a number of reports to be released in 2013.

## Preventing escalation of domestic and family violence

In 2011–12 we ran a number of projects to prevent the escalation of domestic and family violence using case management and coordination to help ensure seamless referral to other services, such as crisis support. The six projects, made possible with funding of \$3.4 million under the *Integrated Domestic and Family Violence Service* program, were held in 10 locations. The services involved were the:

- Canterbury/Bankstown Domestic Violence Response Team
- Central Coast Area Domestic Violence Integrated Case-Management & Education
- Community Partnerships Against Domestic and Family Violence
- Green Valley Liverpool Domestic Violence Service
- Mount Druitt Family Violence Service
- Nowra Domestic Violence Intervention Service.

## Evaluating program effectiveness

We are collaborating with NSW Police to evaluate the Domestic Violence Proactive Support System (DVPASS). Under the system, police get consent from female domestic violence victims to give their details to a specialist domestic violence support service. The service then follows up the referral within 72 hours.

The DVPASS proactively brings services to victims who in the past had to seek out services themselves. This approach is particularly suitable for victims of domestic violence who might be reluctant to seek help themselves.

The DVPASS, and yellow card system more broadly, facilitate early intervention and help victims of domestic violence access a range of services. The aim is to break

the cycle of violence and minimise the opportunity for violence to escalate.

The evaluation will identify best practice for police referral of domestic violence victims and offenders of both genders to support services.

## Supporting victims to stay in their homes

The expansion of the *Staying Home Leaving Violence* program to a further three sites in 2011–12 is supporting more women and children to remain safely in their homes rather than having to flee to escape a violent partner. By helping victims to stay in their home environment, we reduce their risk of long term homelessness.

Women NSW works closely with local police, who assist in removing the perpetrator of violence rather than the victims, and helps to ensure that the victims are less likely to be subjected to further violence. Additionally we assist women and children to find lasting solutions to domestic violence by addressing common barriers to remaining separated from a violent partner. These include finances, support networks, employment and childcare. Linking women and children with these supports makes it more likely that they will remain safe and not return to a violent situation.

The *Staying Home Leaving Violence* program now operates in 21 locations across NSW. These include Bega, Eastern Sydney, Blacktown, Campbelltown, Newcastle, Wyong, Moree, Redfern, Penrith, Liverpool, Fairfield, Maitland, Wollongong, Kempsey, Walgett, Dubbo, Shoalhaven, Lake Macquarie, Gosford, Cessnock and Tamworth.

In delivering the program we collaborate with the NSW Police, the NSW Ministry of Health, the Department of Attorney General and Justice, Legal Aid NSW plus local partners, including local women's refuges, courts, security firms, counselling services and family support.

In 2011–12, the \$3.35 million *Staying Home Leaving Violence* program enabled 1234 women with 1679 children to receive specialist case management services, including risk assessment, safety planning and security upgrades. Services were provided on a needs basis and were often long term and intensive. The program results show:

- 82 percent of children were able to stay in the same school; the rest settled in successfully to a new school
- 98 percent of women said they felt safer
- 67 percent were able to stay safely in their original home
- 29 percent had secured other long term accommodation
- only 4 percent of women and children were in temporary/crisis accommodation after receiving assistance.

Most of the women and children assisted by *Staying Home Leaving Violence* have been able to settle into a more stable lifestyle free from violence.

# CASE STUDY

## Kate's story

The last time Kate's ex-partner bashed her, she ended up in hospital. Lying there, Kate felt it was the end for her and her children. Caroline, a worker with the local *Staying Home Leaving Violence* service, found Kate distressed and in crisis. She referred her to the program.

Caroline explained how women and children experiencing domestic violence were able to stay in their home while the perpetrator of the violence was removed. In conjunction with NSW Police, social workers and health professionals, Caroline provided Kate with counselling and referrals for legal, financial and tenancy advice and other support.

"We tailor the support. When they leave their immediate concern is feeling safe and that's something we can help with. We can't guarantee safety but we can help alleviate some of the stress. They don't have to fork out money. We work with them to see what would help them feel safer," says Caroline.

Kate found recovery and the 'court stuff' hard. "Caroline had to ring me back a lot when I felt like things were falling apart. Her just listening to me (made me) feel better," Kate said.

Kate and her children are now going well. "Everything has changed, the way I deal with people, how I enjoy my kids. I missed out on so much," she says.

Kate urges other victims of domestic violence to contact *Staying Home Leaving Violence*. "There's a lot of people out there who will go all out and do everything they possibly can to keep you safe. And you get to see your kids smiling, not crying."

More details about *Staying Home Leaving Violence* services are on [www.community.nsw.gov.au/for\\_agencies\\_that\\_work\\_with\\_us/our\\_funding\\_programs/shlv.html](http://www.community.nsw.gov.au/for_agencies_that_work_with_us/our_funding_programs/shlv.html)

Visit [www.domesticviolence.nsw.gov.au](http://www.domesticviolence.nsw.gov.au) to watch Kate's story.

## Safe Accommodation

In some cases, women escaping domestic violence need to relocate in order to feel safe. Our 2011–12 programs to help these women were:

- the *Start Safely* program delivered through HNSW. This program offers a short to medium term private rental subsidy for women, including those with children, to secure private rental accommodation. In 2011–12, we gave 707 clients financial assistance to find appropriate and affordable housing in the private rental market at a cost of \$2.7 million. Clients also received integrated support and access to other private rent assistance products and domestic violence services
- the *Safe Houses* program, which helps keep Aboriginal women and children in western NSW safe from violence by providing short-term crisis accommodation, transitional housing and long term housing in five remote areas. The program locations are Bourke, Wilcannia, Walgett, Brewarrina, and Lightning Ridge.

## Phone line connects victims with services

The NSW Domestic Violence Line – 1800 65 64 63 – received 22,015 telephone calls in 2011–12. The majority of clients accessing the Domestic Violence Line were affected by verbal, physical and psychological violence, and more than 6762 calls involved 13,898 children.

The line provides information on approximately 2500 different support services available statewide and acts as a single referral point for women and children seeking emergency accommodation due to domestic violence. In answering calls, staff are always mindful of the safety of victims and give them the information to make their own choices.

The tables below shows the number of calls to the NSW Domestic Violence Line over the past three years and the nature of calls received in 2010–11 and 2011–12.

## Domestic Violence Line calls answered

	2009–10	2010–11	2011–12
<b>Total</b>	23,039	22,073	22,015

Source: July 2006 to June 2010 – Domestic Violence Line Hyperion Telephone System; July 2010 to June 2012 – Domestic Violence Line Interactive Insights Telephone System.

## Calls to Domestic Violence Line by issue reported

Violence type	2010–11		2011–12	
	No.	%	No.	%
Physical	6812	29.0	5736	25.3
Verbal	10,310	43.8	9856	43.5
Sexual	674	2.9	433	1.9
Psychological	8447	35.9	7231	31.9
Social	3043	12.9	2489	11.0
Economic	2229	9.5	2199	9.7

Notes:

1 The percentages total more than 100 percent because there can be multiple violence types reported per call. 2 These data are based on calls recorded in Statistical Package for the Social Sciences (SPSS). Source: Domestic Violence Line Database – July 2010 to June 2012.

# CASE STUDY

## Wilcannia safe house

The need for adequate and safe housing is a concern for Aboriginal communities across NSW; none more so than in remote areas where access to suitable housing is limited.

FACS, through the AHO, supports Aboriginal women and children escaping violence in western NSW through the *Safe Houses* program. The program provides safe short term crisis accommodation as well as transitional housing and long term housing in five remote areas in Western NSW – Bourke, Wilcannia, Walgett, Brewarrina and Lightning Ridge.

In partnership with HNSW and Community Services, the AHO has established the Wilcannia Safe House, which was handed over in October 2011. It is being managed by Compass Housing and is auspiced by the NSW Women's Refuge Movement. All residents have full access to FACS support services.

Community engagement and consultation were crucial in the project, particularly in promoting understanding across FACS of the housing needs of Aboriginal people in the area. As well as consulting closely with the community, FACS engaged with the Central Darling Shire Council and other government stakeholders from the initial planning stage through to design and construction. The Wilcannia Aboriginal Working Party and the Wilcannia Aboriginal Land Council were also involved.

The safe house was specifically designed for the harsh environment and has been awarded a 6 star thermal efficiency rating.

This important project has also provided local employment opportunities as Aboriginal tradespeople were involved in the construction, including six local Aboriginal people who worked full time on the site. Their participation was especially fitting as the end product was a new resource for their community. ●

1 | Improving services and lives

# 5 | Engaging seniors to participate fully in community life

## 1 | Improving services and lives

# 5 | Engaging seniors to participate fully in community life

Australia's population is ageing. By 2050 the number of people aged 65 years and over in NSW will more than double.

This presents social and economic challenges and opportunities for the government, communities and individuals.

To meet the challenges and make the most of opportunities, FACS is committed to ensuring that older people in NSW lead healthy, active and rewarding lives as valued members of the community. We aim to see seniors empowered to make decisions that support their independence and wellbeing and to better utilise their skills and experience for the economic benefit of the state.

We acknowledge the diversity of seniors in NSW and the need for culturally appropriate community support, particularly for those older Aboriginal people recognised as Elders who hold a unique place in their communities as role models, care providers, decision-makers and educators. We also acknowledge the need for ongoing work to improve support for seniors living in rural and remote locations, those from CALD communities and gay and lesbian seniors.

## Priorities

*NSW 2021* presents the NSW Government's agenda for change. It sets long term goals, priority actions designed to achieve those goals and measurable targets. One of the goals for FACS is to:

- increase opportunities for seniors in NSW to fully participate in community life.

## Positive ageing

In June 2012, the NSW Ageing Strategy was finalised. FACS led consultations on the strategy and the Ministerial Advisory Council on Ageing (MACA) provided valuable input. At the core of the strategy is the government's vision to ensure that:

- seniors lead full and rewarding lives and are valued members of the community
- seniors make plans to support their independence and wellbeing in later life
- effective responses are formulated to address the challenges and opportunities of population ageing.

Development of the strategy began in September 2011 with the Ageing Roundtable hosted by the Minister for Ageing, Andrew Constance. There were 33 separate consultations attended by 728 participants and a total of 353 different organisations represented. Among the attendees at events in Sydney and regional locations were:

- older people, their families and carers
- Aboriginal people
- people from culturally and linguistically diverse communities
- people with disability, their families and carers
- members of the gay, lesbian, bisexual and transgender communities
- representatives from service providers
- representatives from government, non government organisations and the private sector.

## Achievements

Initiatives this year that put us on track to reach our goal include:

- developing and implementing the whole of government NSW Ageing Strategy
- establishing NSW Grandparents Day to be held on the last Sunday of October each year (beginning October 2011)
- providing funding of \$10 million for:
  - Ageing Grants
  - Seniors Card
  - NSW Seniors Week
  - Premier's Gala Concerts.



The key directions identified and agreed on for the strategy were:

- **liveable communities** – creating a physical and social environment that helps older people live independently, supports better social connections, improved health and reduces the risk of falls
- **participation** – enabling older people to pursue interests in arts and culture, sport, community activities, and education, enjoy the company of friends and take part in formal and informal social activities
- **anti-discrimination, security and dignity** – assisting older people to plan effectively for the future by making health, lifestyle and financial decisions free from discrimination.

The strategy takes a 'life course' approach to ageing, recognising that people have different needs at different life stages.

## Helping older people to live independently

During 2011–12, FACS was responsible for services provided under the *HACC* program. The program provides assistance to frail older people and younger people with disability to enhance their independence, enable them to remain in their own homes and community and prevent their premature or inappropriate admission to residential care. Services are person centred and provide relatively low levels of assistance. They include personal care, transport, dementia and respite services and home modifications.

Funding for the *HACC* program in 2011–12 was \$672 million and came jointly from the NSW and Commonwealth Governments. The NSW Government contribution was \$212.3 million.

Under the *HACC* program, in order to improve the safety of seniors in their homes, non government organisations were funded \$19.8 million to carry out a range of structural changes in the homes of more than 17,100 people including 14,900 people aged 65 and over. Modifications included the installation of ramps and rails and alterations to kitchens and bathrooms to provide a safer home environment.

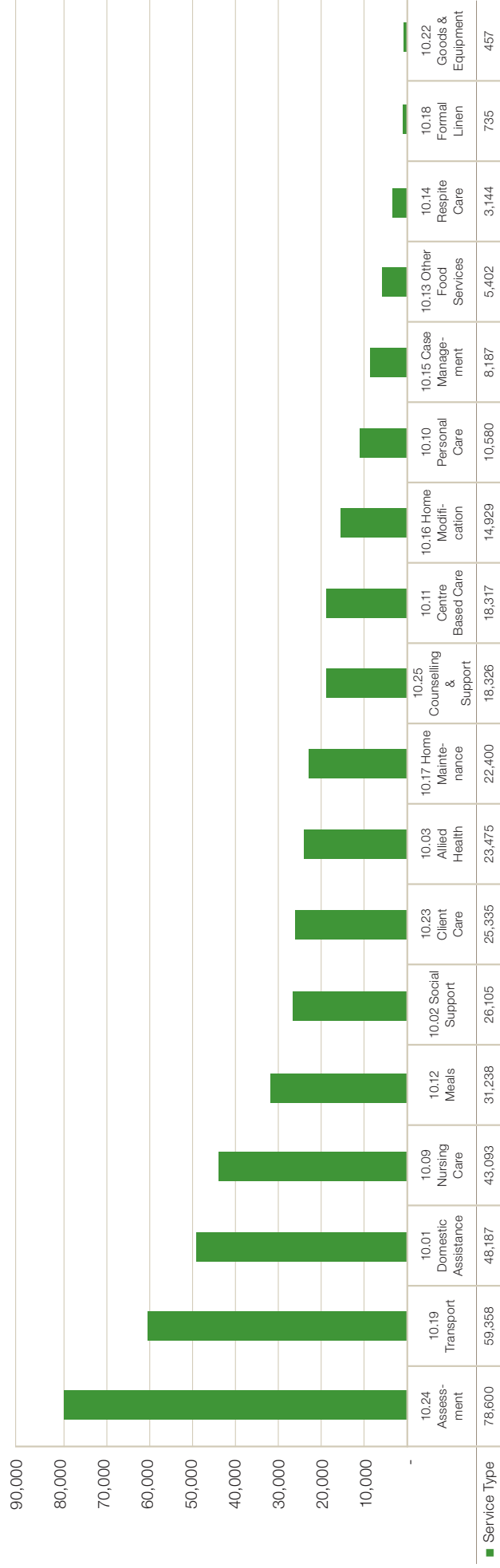
Transport services were again in high demand during the reporting year, enabling many people to attend medical appointments, go shopping and take part in social activities. Total funding for *HACC* transport services was \$56.5 million.

With demand for dementia services growing, FACS funded construction of two new purpose built dementia day care centres at Rockdale and Lightning Ridge. The centres, built at a cost of over \$2.3 million, will serve the dual purpose of enabling people with dementia to enjoy social activities and giving their carers a break from caring duties. Over the year FACS also provided additional funding of \$2 million for a range of dementia projects and research.

FACS funds a number of service providers to deliver *HACC* community support services. The table below shows the number of *HACC* services provided to people aged 65 years and over according to service type and provided between 1 July 2011 and 2012.



## HACC services received by people 65 years of age and over



# CASE STUDY

## Jean

Jean is a vibrant woman in her seventies who lives with her son and loves to socialise. Following a serious fall in which she injured her shoulder and knee, Jean developed a fear of falling and lost confidence in her ability to walk and drive.

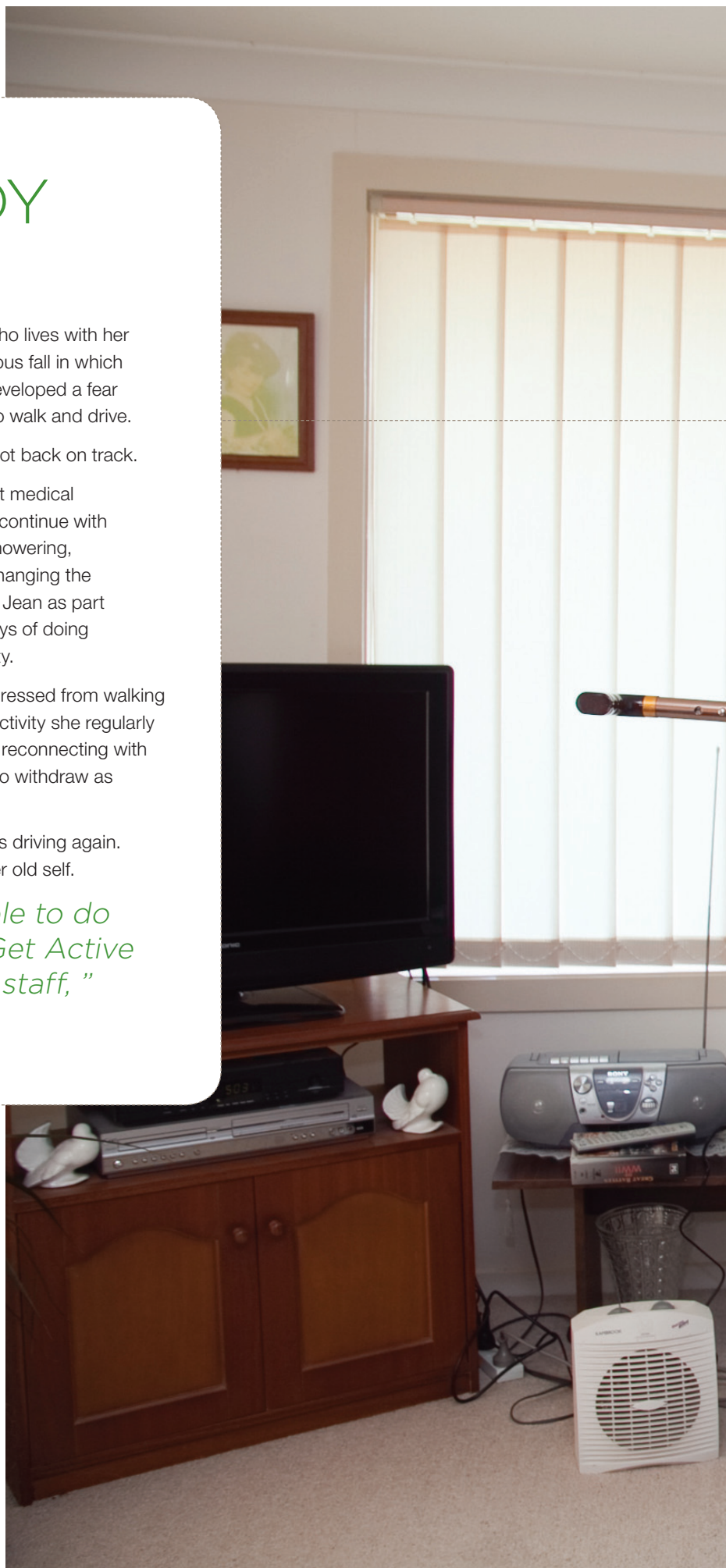
With help from Home Care, however, she got back on track.

Jean had the support of Home Care staff at medical appointments and their encouragement to continue with her exercises at home. They helped with showering, dressing, shopping, making her bed and changing the bed linen. Whatever the task, staff involved Jean as part of her rehabilitation and suggested new ways of doing things to compensate for her limited mobility.

As she regained her confidence, Jean progressed from walking in the garden to visiting a coffee shop, an activity she regularly enjoyed prior to her fall. Once Jean started reconnecting with her community, formal services were able to withdraw as Jean's friends stepped in.

While Jean has had several setbacks, she is driving again. According to Jean, she is nearly back to her old self.

*"I wouldn't have been able to do it without Home Care's Get Active program and their great staff," she said.*







## Seniors Card expands its reach

The NSW Government introduced the Seniors Card in 1992 to encourage older people to enjoy an active and healthy retirement. The card, which is free, gives members access to NSW Government transport concessions and to other travel and business discounts.

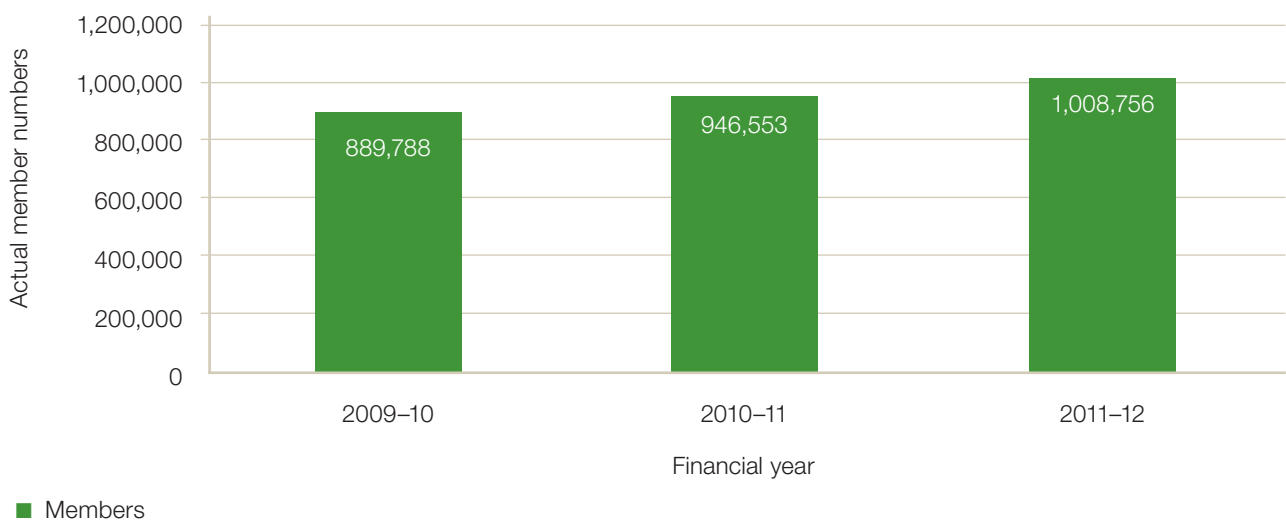
There are now over 1 million Seniors Card members throughout NSW, with 62,203 new members joining in 2011–12. Over 85 percent of eligible NSW residents hold a card. Almost 20 percent of Seniors Card members are aged over 80. Concessions and discounts are provided by 2100 participating businesses.

Developments in 2011–12 that seniors welcomed includes:

- government commitment to waiving of the cost of photo identification cards for NSW Seniors Card holders and people on a disability support pension
- the signing of an agreement with New Zealand to give NSW Seniors Card members reciprocal access to discounts and concessions when visiting that country.

Seniors Card discount directories are published and distributed by FACS to give members the latest information on discounts in Sydney and surrounds and the Central Coast and Hunter, Northern, Western and Southern regions in NSW.

## Seniors Card membership by financial year



## Seniors Week – recognition, networking and new skills

The annual NSW Seniors Week ran from 18 to 25 March 2012. Seniors were able to try new experiences, learn new skills and develop professional and social networks at over 900 free or discounted events across the state. More than 250,000 people participated. Key events included:

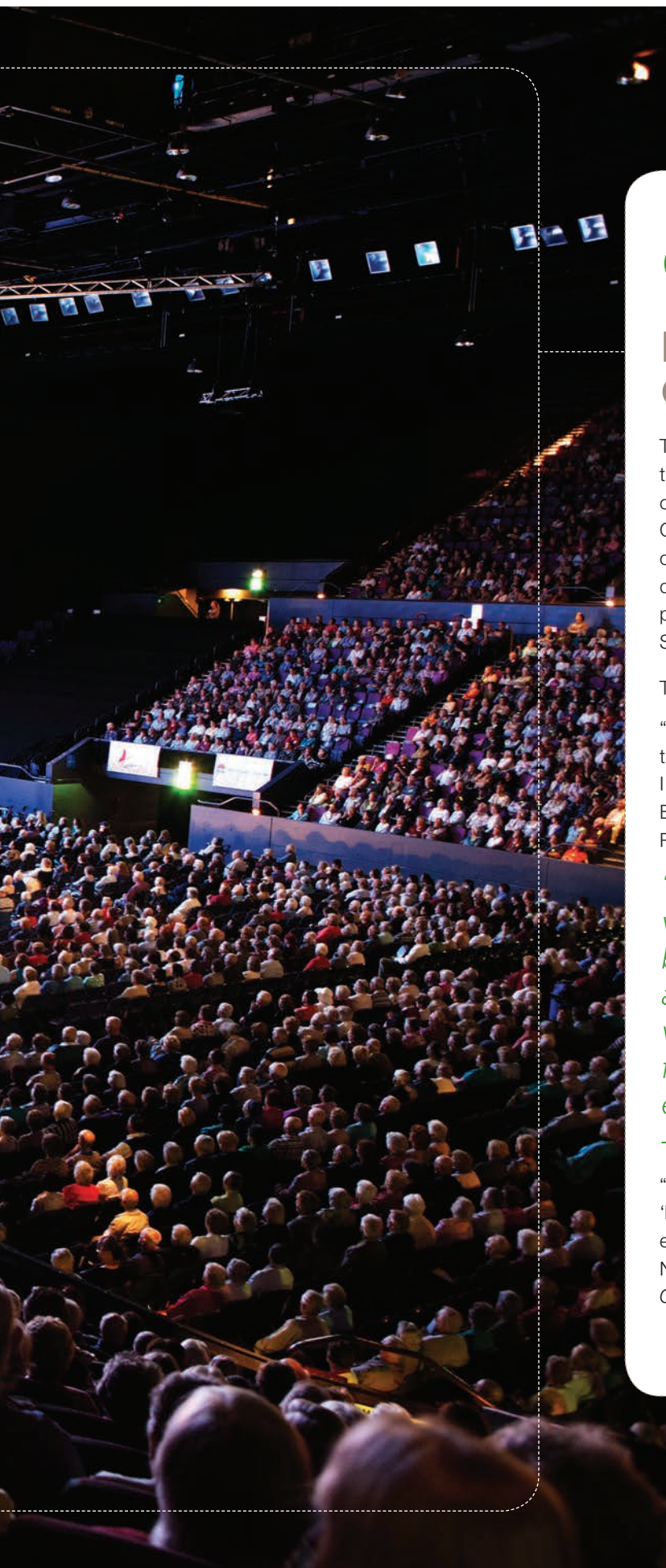
- Step Out and Get Active outdoor activities in the Royal National Park
- Swing dancing at Darling Harbour
- 100 free computer courses across metropolitan and regional NSW
- social media classes
- Tai Chi at the Chinese Gardens
- a human rights conference.

Non government organisations were able to create their own activities to celebrate Seniors Week with NSW Seniors Week Grants, which will be an ongoing feature. This year grants ranged from \$250 to \$1000 for 267 projects.

Seniors gained well deserved recognition through the 2012 *Seniors Week Achievement Awards* program, which acknowledged the leadership and contribution to NSW of award nominees. The Minister for Ageing, Andrew Constance, presented awards to 59 seniors for contributions in the categories of Business, Community Service, Lifelong Learning, Environment/Science/Agriculture, Health and Wellbeing, and Intergenerational Understanding.







## CASE STUDY

### Premier's Gala Concerts

The annual Premier's Gala Concerts are one of the ways we thank our seniors for their ongoing contribution to communities throughout NSW. The Christmas concerts in December and Seniors Week concerts in March remain extremely popular, with more demand for tickets than seats available. Up to 10,000 people attended each of the six performances at the Sydney Entertainment Centre.

The feedback was great:

"It was truly a remarkable performance. Everyone thought that it was the best one you've ever produced. I don't know how you can top it in the future,"

Beryl Hutchinson – Vice President,  
Ramsgate/Sans Souci Garden Club.

*"It was an amazing concert, with fantastic performers, brilliant orchestra, dancers and singers. The organisation was faultless. Many thanks for providing this wonderful entertainment,"*

– Ron and Cath Margieson.

"Superb, show was incredible. Each year we say, 'how can they top that?' And they do! We enjoyed everything, from collecting our show bags to the NSW Police Band, which played Woody Herman's *Golden Wedding* just for us," – Beryl Pittman.

## Grandparents Day

“One of the favourite things I say to my grandchildren is ‘I didn’t get old for nothing!’” – Lucy Porter, Grandparents Day Ambassador.

We held the inaugural Grandparents Day on Sunday 30 October 2011. Celebrating the valuable contribution grandparents make to families and their varied roles, including as informal carers and formal out of home carers, Grandparents Day will become an annual event. Activities this year included the launch at the Royal Botanical Gardens, with lunch in the Rose Garden with the Grandparents Day ambassadors and the Minister for Ageing, and a discount day at Taronga Zoo with stilt walkers, a jazz band, photo booth and more.

Our ambassadors commented on how grandparents make a difference:

“Grandparents play an important, if not vital role in the daily lives of our children and grandchildren.” Joe Comisso

*“To my mind, older people are the glue that holds society together in their roles as disability and kin carers and volunteers. By celebrating Grandparents Day, I feel that their worth is starting to be recognised and valued.”*

Lucy Porter





## Keeping seniors informed

Older people, their families and carers have access to information on the many support services available to them from the NSW Seniors Information Service. With this at hand they can make the most of their independence, look after their personal wellbeing and make informed decisions. The Seniors Information Service provides information over the phone, by post, email and via the FACS website. There are a series of fact sheets and other information resources available. The Service responded to more than 14,000 calls in 2011–12.

## Housing to meet changing needs

Older people need appropriate, affordable and secure housing. With these needs in mind, HNSW continued to provide tailored housing products and services to older people while FACS partnered with government and non government organisations to establish dedicated seniors communities where residents have support to sustain their tenancies.

FACS continues to fund the National Rental Affordability Scheme (NRAS), which supplies affordable, community managed rental housing for households with low to moderate incomes and gives older people access to support services and community based activities. In February 2012, a group of seniors from the Vietnamese community in Canley Vale moved into a 17 unit, special purpose complex built under the scheme. Those eligible are paying rents at least 20 percent below the market rate. Residents receive help from a community housing worker to access local services and can use the onsite community

room. Older Assyrian people in Smithfield living in a 50 unit facility, also funded under the NRAS, continue to enjoy a supportive environment close to local services and activities.

Older people will benefit from a number of research and other projects funded by our ADHC division. These include the:

- Housing and Independent Living project – researchers from the universities of Newcastle and Sydney and the Sax Institute completed research on the suitability of housing for older people. A working group will now develop policy and program options that address the report findings regarding the environmental and built factors for maintaining independence in older age
- MACA report on Liveable and Wheelable Communities which involved community consultations in the Lismore and Liverpool local government areas.
- Council on Ageing Liveable Communities project which aims to make local government staff more aware of the liveable communities concept and how it relates to planning for an ageing population. The project also aims to produce resources for local governments to use in developing planning policies and implementing planning controls
- Local Government and Ageing project undertaken by the Urban Research Centre at the University of Western Sydney. Twenty councils across NSW took part in the study to identify the impact of population ageing on local government. The project also produced a literature review and toolkit to assist councils to plan for an ageing population. Both are available at the Local Governments and Shires Associations of NSW website, [www.lgsa.org.au](http://www.lgsa.org.au) ●



1 | Improving services and lives

# 6 | Increasing women's economic opportunities and participation

# 6 | Increasing women's economic opportunities and participation

Despite significant progress over past decades, women still lag behind men in important areas. These areas include participating in the workforce and achieving financial security.

FACS, through Women NSW, is committed to securing equal rights and opportunities for women across society. Closing the opportunity gap and ensuring that women enjoy equal and valued status is therefore a priority.

## Priorities

Our *NSW 2021* target is to increase the proportion of women employed in non traditional occupations in NSW. We are working towards this by:

- increasing the number of women completing apprenticeships in non traditional trades through mentoring, the introduction of part time apprenticeships, and highlighting training pathways and career opportunities in trades for younger women.

## Achievements

Key achievements this year, many in partnership with other government and non government organisations, include:

- release of the *Women in NSW 2012* report
- formation of the NSW Council for Women's Economic Opportunity
- establishment of key partnerships with Wollondilly Shire Council, Supporting and Linking Tradeswomen (SALT) and the Department of Education and Communities (TAFE NSW)
- organisation of a mentoring forum with government and non government stakeholders to:
  - support and encourage women in non traditional occupations
  - mentor and support women in male dominated trade apprenticeships, occupations and industries
  - create networking opportunities to share experiences and resources.

## Women in NSW 2012

In 2011–12, FACS produced *Women in NSW 2012* the government's first annual report on women. It is a significant achievement and the first document in recent years to chart women's progress towards equality. It also contributes strong evidence to inform future actions designed to raise awareness of women's issues in NSW and to implement the commitments under *NSW 2021*.

While the report documents successes, it also provides solid data to substantiate the ongoing need for reform in order to improve several areas of women's lives.

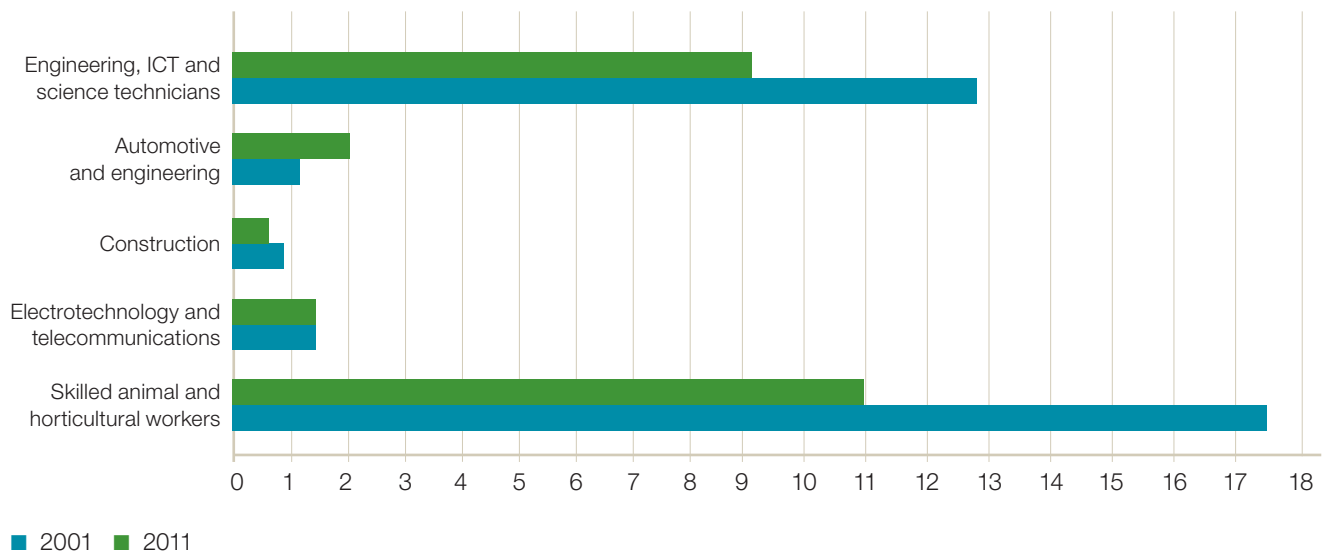
The report is the result of intensive collaboration between FACS, external research experts and eight NSW Government agencies. We took care to establish collaborative relationships so that the report data would be useful to the agencies whose portfolio areas it spans. In areas where data was not collected or not published, we will work with other government departments to make sex-disaggregated data more readily available.

The report is the first in a planned series of annual reports on the status of women in NSW. It is structured around 64 gender indicators across five fields central to measuring quality of life:

- health and wellbeing
- education and learning
- work and financial security
- leadership and representation
- safety and access to justice.

Work and financial security is a key area in which gender imbalance is apparent. This is shown in the under-representation of women in traditionally male-dominated trades as captured in the following table taken from the report.

## Women's participation in male-dominated apprenticeships and traineeships, course completions 2001 and 2011

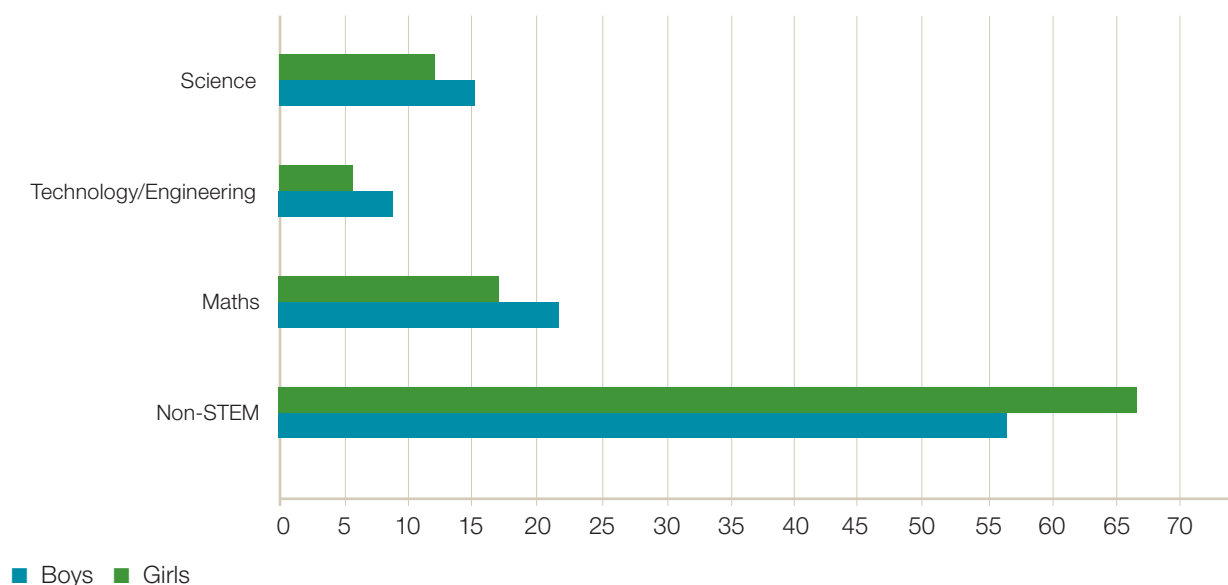


Population: NSW residents who completed a technician and/or trade worker apprenticeship or traineeship, 2002 and 2011.  
Source: VOCSTATS, *Apprentices and Trainees Collection*

While the educational outcomes of girls and women are positive overall, the increased participation of girls in education is not uniform across all disciplines. Participation in trades training remains low by comparison with men and has changed little over 30 years. Women made up 13 percent of trade apprentices and trainees in 2011, but over half of these were hairdressing apprentices.

Just 34 percent of girls complete courses in science, technology, engineering and mathematics (STEM) courses in secondary school compared to 45 percent of boys, as shown in the following figure. A similar gender difference is evident in course enrolments for women and men at university. Engineering and related technologies make up 12 percent of undergraduate enrolments for men, but just 1.4 percent for women.

## Girls' and boys' completion of STEM courses at HSC level, NSW, 2011

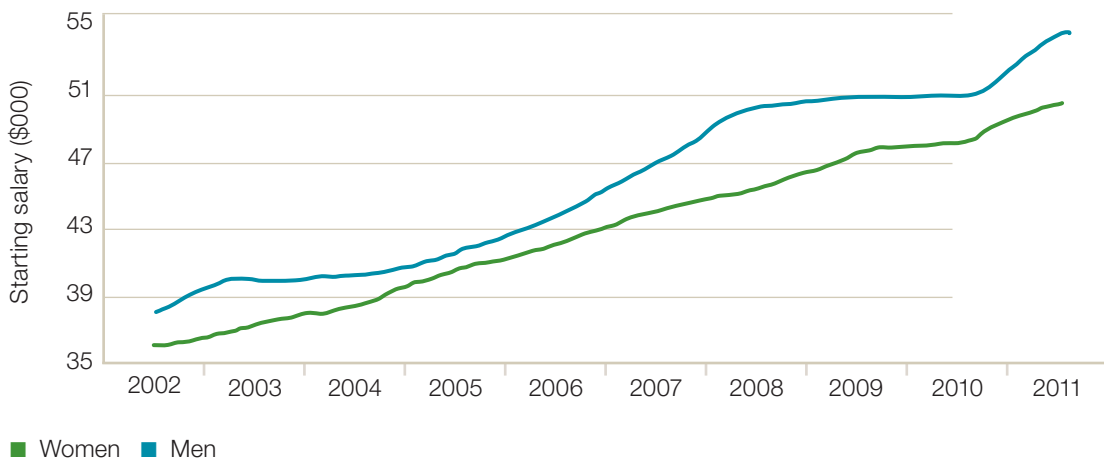


Note: STEM courses are as listed in Table 3.1. Non-STEM courses and all other HSC courses, but not including VET courses.  
Population: NSW Higher School Certificate students. Source: NSW Board of Studies, unpublished data.

Many women lose economically when making transitions between study, work and family. In 2011, a graduate pay gap of \$4000 per year had emerged between young women and men by the time they obtained their first full

time job after university. Vocational education and training graduates are less likely than men to work in the field for which they are qualified.

### Median starting salaries after graduation, under age 25, NSW, 2002 to 2011



Population: Bachelor degree graduates under 25 working in their first full-time job. Source: Graduate Careers Australia, Australian Graduate Survey, 2011







## Increasing participation: the Women in Trades Initiative

Our goal under *NSW 2021* is to increase female participation in non traditional occupations. There are significant economic benefits for women involved in non traditional trades and greater availability of jobs, increased job security and generally better remuneration than in female dominated trades. Trade based employment gives women the opportunity to earn a good income and creates employment by providing the opportunity to run their own businesses while managing other obligations.

The following case study illustrates how one woman has benefited from moving into a non traditional trade.

## CASE STUDY

### Fi Shewring

Fi started in the painting and decorating trade as a young mum after deciding to join her partner in the family business.

“With five kids I had to work too. I’d go to work with my partner two days a week on site and the rest of the time I’d be with the kids and look after the business from home,” said Fi.

“There are many women doing a trade and helping their husbands but not so many who are mums working part time with their husbands,” she said.

Today, with her children in their twenties, Fi has found her niche teaching painting and decorating at Wollongong TAFE. She enjoys being a teacher, particularly visiting TAFE campuses and organisations that support her role as the founder of Supporting and Linking Tradeswomen (SALT).

*“I love seeing other women doing a trade that doesn’t fit the image of women we have created as a society.”*

I’m constantly trying to change people’s perceptions of what women can do by encouraging them to get involved in a trade,” Fi said.

In 2012 Women NSW partnered with SALT to fund *Skill Women* – an initiative to train girls and women of all ages to use hand tools – and to launch the SALT website [www.saltaustralia.org](http://www.saltaustralia.org)

## Recognising participation: International Women's Day

International Women's Day is celebrated around the world, not only on 8 March, but throughout the month. It is an opportunity for communities to recognise and celebrate local women's economic, political and social achievements.

On International Women's Day 2012, the Minister for Women met with a wide circle of stakeholders and shared her vision for women in NSW.

Through Women NSW, FACS held the Premier's 2012 Women of the Year Awards. The awards help to highlight the important contribution that women make to their communities, including as role models and leaders.

In 2012 the winner of the People's Choice – Community Hero Award was chosen by the public, who were asked to vote for the very first time. This signalled an increased level of engagement and interest in the awards. The winner of the Premier's Woman of the Year Award was nominated by the public, and selected by the awards judging panel.

The Premier's Woman of the Year will be involved in ongoing work to support the government's priorities for women, such as presenting to female students about careers in non traditional roles.

The Premier's Woman of the Year Award is awarded to:

- a woman who has demonstrated excellence in her career, field or passion
- an inspirational role model for women in NSW
- a significant achiever in a traditionally male area.

In 2012 the award was won by Fran Rowe.

## NSW Council for Women's Economic Opportunity

The NSW Council for Women's Economic Opportunity was established in April 2012. Chaired by the Minister for Women, it comprises 14 members from academia, community organisations, the business sector, and representatives from FACS and the departments of Education and Communities and Trade and Investment. The council advises the NSW Government on strategies to give women greater economic opportunities.

The council is currently identifying strategies to encourage women to consider non traditional occupations, give them access to appropriate training and encourage them to remain in those fields.



**Fran Rowe with the Minister for Women,  
Pru Goward and NSW Premier, Barry O'Farrell**





## CASE STUDY

### Fran Rowe, Premier's Woman of the Year 2012

Fran Rowe has improved the lives of people in Australia's rural communities by inspiring fundamental change in agricultural policy, legislation and assistance to farmers during times of economic hardship.

Combining the roles of farmer, mother of four, industry leader, community worker and university student, Fran has worked tirelessly to champion efforts that, in her words, "improve the access of rural communities to practical financial advice that can save lives and businesses."

By establishing a voluntary rural financial counselling service for farming families in 1984, Fran paved the way for the creation of what has become the Rural Financial Counselling Service, which employs over 50 staff across Australia.

Fran is continuing to advocate for initiatives that improve the financial wellbeing of country Australia. She's also active in voluntary work on other boards and committees, work that has seen her awarded the Ronald Anderson Achievements in Agriculture Award, ironically known as the "Man of the Year Award".

Fran believes that winning these awards has helped her to dispel the long held belief "that women don't play an active role in the development of a successful farming industry."

*"Not only am I happy to have won this award, but I'm also glad to have drawn attention to the contribution of women to the farming industry in Australia," said Fran.*

## Supporting women in the workplace

Improving workforce participation and outcomes for women begins with creating an inclusive workplace. The NSW Government's *Making the Public Sector Work Better for Women Strategy 2008–2012* underpins a range of initiatives across FACS, targeted specifically at supporting women in the workplace.

Key achievements this year include offering a broad range of development and training opportunities to women across FACS as well as including development and leadership programs and qualifications at certificate and diploma levels in:

- management (Women in Leadership)
- frontline management
- project management
- public administration
- property services (operations)
- facilities management
- social housing
- mental health.

FACS provided on the job development opportunities and mentoring programs to women and has consistently exceeded the NSW Government target of 50 percent representation of women in the workforce. In 2011–12, the representation of women across FACS was 77.3 percent.

Businesslink continues to implement their *Women's Plan 2010–13*, which focuses on recruitment, development, retention and organisational health through a range of flexible work arrangements. These include:

- part time work
- part time leave without pay for mature age workers
- job sharing opportunities
- 12 month career breaks
- leave without pay and temporary variation to shift work arrangements for family reasons
- award leave such as FACS and Carer's Leave.

FACS provided a number of development opportunities for women, for example, the one day classes for prospective leaders, *Women Achieving Powerfully* and *Women in the Workplace*. The experience based and interactive workshops aim to give participants a clear vision of themselves and their future, together with a matching plan to take their careers forward.

FACS also sponsored participation in the Department of Premier and Cabinet's *Public Service Commission Drive Your Career* program for high performing women at Clerk Grades 5/6 to 7/8. A senior women's network for senior female leaders at or above the Senior Officer Grade Level 3 was also established.

## Employer of Choice program for the Australian Women's Leadership program

In 2011, the ADHC division of FACS received an award which recognises its contribution to the development of Australia's female leaders. This award was due to their participation in the *Employer of Choice* program for the *Australian Women's Leadership* program – Women's Leadership Alliance.

The *Employer of Choice* program is a 12 month initiative that provides structured, intensive leadership development, and information and advice on strategies to increase gender diversity and social responsibility. ●

1 Improving services and lives

# 7 | Supporting people in their local communities

## 1 | Improving services and lives

## 7 | Supporting people in their local communities

FACS is committed to supporting people in their communities. Local knowledge, close collaboration with the community and responsive service delivery enable us to support the diverse needs of different communities across NSW.

In consultation with local community groups and service providers we have been working to strengthen local decision-making, develop service delivery plans and forge links with local non government organisations and service providers.

We will continue working to build stronger partnerships with non government organisations and other government agencies to ensure the best match of local need to local services.

## Regional profiles

The following profiles capture the distinguishing characteristics of the six FACS regions.

### The Western Sydney region:

- covers the areas of Parramatta, Auburn, Blacktown and the Blue Mountains
- the majority of the 1,168,800 residents were born overseas (64.1 percent)
- a large CALD population with people in a range of different age and socioeconomic brackets
- high rates of domestic and family violence in disadvantaged suburbs, which presents challenges for service delivery
- high numbers of Aboriginal children are in OOHC
- a very tight rental market with many households seeking repeat temporary accommodation and needing assistance to secure and maintain tenancies.

### The Coastal and South West Sydney region:

- covers the areas of Sydney city, Hornsby, Sutherland Shire, Ryde and Campbelltown
- has the highest population density of any region, with 2,029,059 residents – 30.9 percent of the NSW population

- housing ranges from high density in the inner city, to low density in some suburbs
- there are significant multicultural and refugee communities
- many young people are in OOHC
- there is a high concentration of homeless people in the inner city, an issue being addressed through funding of \$20 million for specialist homelessness services.

### The Hunter Central Coast region:

- the largest growth centre outside of Sydney
- with close to 900,000 people, the region is home to 13 percent of the NSW population
- has poor transport links which contribute to geographic isolation and a fragmented service system
- has a higher than average proportion of Aboriginal residents (3.2 percent)
- 18 percent (2,500) of the total number of NSW children and young people in OOHC live in this region
- there are high rates of domestic violence in the many disadvantaged suburbs
- the proportion of residents aged over 65 years (17.2 percent) is higher than in the rest of the state.

### The Northern NSW region:

- covers the Far North Coast, Mid North Coast and New England areas
- contains a number of geographically remote service hubs
- the percentage of Aboriginal residents (4.9 percent) is significantly higher than the state average
- geographic remoteness in some areas presents challenges regarding access, governance and integration of service delivery
- New England (58 people per 10,000) and North Coast (62 people per 10,000) have significantly higher rates of homelessness than the state average (42 per 10,000)
- there are a large number of young people and large numbers of single parent families.

### The Southern NSW region:

- covers the cities of Wollongong and Queanbeyan, as well as the regional towns of Nowra, Goulburn, Batemans Bay, Cooma and Bega
- has 543,511 residents, with over half living in the Illawarra area
- local service plans are being developed in the Young and the Shoalhaven areas under the *One Place, One Plan* initiative.

### The Western NSW region:

- covers almost three quarters of the state geographically, but has only 8.2 percent of the population, or 568,827 people
- has regional offices at Dubbo, Orange, Bathurst, Albury, Wagga Wagga and Broken Hill
- the first three FACS Access Centres in NSW are being piloted in Walgett, Nyngan and Wilcannia, all remote locations
- has a large number of rural Aboriginal communities which require culturally appropriate, flexible and innovative services
- almost 17.8 percent of the Aboriginal and Torres Strait Islander population in NSW reside in this region (30,722 people).

## Planning services locally

### *One Place, One Plan*

FACS is using local connections to tailor services to local areas. *One Place, One Plan* produces a single FACS plan for key geographic communities across NSW.

*One Place, One Plan* aims to improve services by better coordinating, planning, resource management and service delivery. Under this program FACS divisions, all levels of government, local service providers and non government organisations work together to identify local issues and develop local plans to address them.

Plans will vary according to locally identified need and may cover a range of priorities such as youth, support for families or the aged, services for people with disability, drug, alcohol and mental health services, improved access to services or better coordination and collaboration in service delivery.

*One Place, One Plan* facilitates the development of local Aboriginal action plans. The collaborative process strengthens relationships between government agencies, non government organisations, local Aboriginal people and communities. FACS is currently developing an integrated response to support older Aboriginal clients with services delivered under the *HACC* program by an Aboriginal service provider.

The *One Place, One Plan* program is currently being implemented in 15 locations across NSW. At 30 June 2012, programs were being delivered in the following areas:

Region	Towns
Western NSW	Brewarrina, Nyngan, Narrandera
Hunter Central Coast	Woodberry, Beresfield and Tarro; The Peninsula
Northern NSW	Tamworth, Taree
Southern NSW	Young, Shoalhaven
Western Sydney	Mt Druitt, Auburn
Coastal and South West Sydney	La Perouse, South Maroubra, Claymore, Villawood

An example of the collaborative approach the *One Place, One Plan* project allows is evidenced by the working partnership developed in Taree with the Manning Aboriginal community working party. Partnership members meet regularly to address planning and service delivery issues within the Aboriginal community. The level of community engagement and local ownership was not possible with conventional consultation methods. This engagement will continue to:

- improve service planning and contracting
- contribute to better local solutions and improved access to services.

## CASE STUDY

### Aboriginal Intergenerational Mural Project

The Aboriginal Intergenerational Mural Project has a specific aim: to foster positive relationships between young Aboriginal people, their parents, and older Aboriginal people.

Through art, the projects will develop social connectedness and support networks within Aboriginal communities.

Three local councils – Brewarrina, Guyra and Penrith, each received a \$20,000 grant for a local mural project in April 2012.



## Other locally tailored programs

In responding to the housing needs of vulnerable families in Campbelltown and surrounding areas, FACS, other government agencies and non government organisations have established the *Engagement of Private Real Estate* project.

The aims of this project are to ensure disadvantaged homeless clients have greater access to the private rental market and to prevent evictions. The success is due to the willingness of local agencies to do things differently. Since its inception in February 2012, the project has used existing resources to:

- receive 71 referrals
- support 30 clients
- prevent 13 evictions.

*Project 40* has been developed in the Western Sydney region and aims to:

- improve integration of homelessness services in the Nepean area
- increase access to prevention, early intervention and tenancy support for local clients
- identify lessons that can be applied to service reform in other parts of NSW.

Achievements this year include the establishment of homelessness outreach hubs involving local consumers, government agencies and non government organisations in the Blacktown, Blue Mountains, Penrith and the Hawkesbury local government areas.

## Connecting with communities

All reforms being carried out across FACS aim to change the way we deliver services. The end result should be quality services that meet individual needs.

Reforms are being rolled out at a local level and in individual communities in consultation and with the involvement of the people who live there.

FACS is managing resources to improve service delivery to clients and communities. Our new approach will increasingly devolve decision-making to the local level so that we can engage more directly with clients and communities in service planning and design. All FACS services will focus on person centred responses to need and on optimising individual choice. We will better coordinate service delivery both within FACS and with other human services agencies.

## Working with local government

Through management of the *HACC* Program, FACS has funded 67 local government authorities across NSW to employ Ageing and Disability Workers. Their role includes representing special needs groups, such as older people, people with disability and youth, in council planning and development activities. Stronger partnerships between councils and FACS have developed as a result.

## Working with Aboriginal communities

By actively engaging with Aboriginal communities, FACS has been able to improve access to community services for Aboriginal people. This has only been possible with the formation of Aboriginal community panels that work in partnership with FACS to improve services and develop community solutions to local concerns.

## Working with multicultural communities

A strong focus on local service delivery and communication ensures that FACS is well placed to work effectively with CALD communities. We are further reducing the barriers CALD communities face in accessing services by:

- increasing awareness of the available support services
- translating many FACS publications into community languages
- investing heavily in language services.

A best practice example of an initiative to increase awareness of FACS services is the establishment of regional cultural diversity strategy groups for disability services. The groups plan, implement and drive the local cultural diversity agenda.

## Making it easier for the community to connect with us

We are continuing to integrate the different services we deliver by establishing co-located offices in FACS Access Centres. In 2011–12, three remote access centres opened in Walgett, Nyngan and Wilcannia in the Western region.

A FACS expo held in Young in May 2012 showcased the range of services available to the local community. As a result of the expo, the community identified projects to strengthen local child and family networks and build practical skills as priorities. These included supported playgroups where young parents can learn parenting skills along with skills to improve their employment opportunities.

# CASE STUDY

## Integrated case management in action

Janet\* is from a culturally and linguistically diverse background. She has an intellectual disability. Together with her four children aged between four and 17 years she lives in social housing. Compounding her problems is the recent death of her partner.

During a client service visit, HNSW found that Janet and her family were living in very poor conditions. The FACS complex case panel subsequently initiated a joint response to address the family's many pressing issues.

ADHC assisted Janet to buy beds and clothing for the children and provided case management support for budgeting and establishing household routines. Community Services assessed the safety of the younger children. Practical help came from HNSW, which organised carpet replacement, floor sanitising and the re-laying of floor vinyl to improve cleanliness.

Following this integrated response, Community Services referred Janet and her family to a non government organisation for ongoing intensive family support.

\*Not client's real name

## Working together to deliver better services

### Integrated case management

FACS recognises that some clients with complex and multiple needs require a range of services from multiple agencies. As a result, we have developed the complex case panel model.

The model uses a person centred approach which incorporates integrated service delivery for people who are accessing services from two or more FACS divisions and/or have multiple contacts with FACS and are potentially at risk.

Another collaborative initiative is the FCM project targeting families identified as frequent service users who are over-represented in reports to the Child Protection Helpline.

This project jointly involves human services, justice agencies as well as non government organisations and aims to improve family functioning, reduce the number of services used and increase the safety and wellbeing of the children and young people involved.

The *Supporting Children Supporting Families* program, previously known as the *Anti-Social Behaviour* program, supports children and young people who are a risk to themselves or others in the community. Their families also receive support through joint case coordination when senior managers in regions meet monthly to review complex cases. Issues addressed may include lack of engagement with clients, access to affordable housing, appropriate therapeutic support, and accommodation options for adolescents with high risk taking behaviour.

Integrated case management initiatives are also targeting and helping vulnerable families and individuals in the Southern region through successful projects in Bega, Queanbeyan and Goulburn and Cooma. We are working to integrate programs and divisions, to ensure that we deliver services that meet the needs of people in disadvantaged communities.

### Supporting best practice in regions

In order to share what local services and communities are learning, regions have formed Regional Executive Forums which meet regularly to report on progress. The forum is then able to drive best practice by prioritising projects, committing appropriate staff and resources, and encouraging new approaches.

An example of this is the collaborative planning across FACS divisions, other government departments and non government organisations for Tamworth youth services.

In the Northern region, the Greater Taree Strategic Planning and Service Delivery Group, brings together people from different organisations, and has been created to share innovative service delivery strategies.

The Western Sydney region expanded its *Building Inclusive Communities* project in Auburn to include other divisions through *One Place, One Plan*. This has helped to:

- build multi agency collaboration and partnerships
- build strong relationships with people working and living in Auburn
- create positive attitudes towards people with disabilities and break down the stigma associated with disabilities
- find, utilise and share assets within the Auburn community
- influence the service delivery of mainstream government and non government organisations by putting disability on everyone's agenda.



The Hunter Central Coast region developed a FACS Staff Exchange Program, which has allowed staff from HNSW, ADHC and Community Services to participate in a week long placement within another division. This local initiative enables staff to learn more about the work of other divisions and promotes closer local working relationships to improve joint responses to clients with complex needs. It has directly led to joint training opportunities and improved practice across the FACS region. The program has operated for two years with almost 100 staff participating.

The Western region made a major contribution to the reconfiguration of the *Safe Families* program. Non government organisations were contracted to run the local Aboriginal reference groups, issues panels and case coordination groups. FACS facilitated the transition of staff and resources to the new service delivery model.

The new model strengthens the governance and accountability framework and coordinates service provision for vulnerable children and families where the assessed risk does not trigger a statutory child protection response. It also strengthens the service response for those at ROSH and provides one off funds to address issues that may contribute to child sexual abuse.

## Community partnerships

In the Western Sydney region, *Community 2770* is a partnership of non government organisations, local residents, government agencies and businesses. They work together to address community issues in the Mt Druitt area. Achievements include:

- provision of grants to seven community organisations to establish alcohol awareness and prevention initiatives
- establishment of the Community and Environment Project team in partnership with the University of Western Sydney and University of Technology, Sydney to address crime on public housing estates through strengths based community development and cross disciplinary initiatives.

In Auburn the successful work undertaken by FACS with mainstream community services and local associations to support people with disability has led to the extension of the *Building Inclusive Communities* project to four additional communities in Mt Druitt, Merrylands, Penrith City and Ryde. The results for people with disability are reduced waiting times for services, greater choice of service providers and the flexibility to use mainstream services.

In the Western region, the regional homelessness committees have brought together stakeholders across government and the non government sectors to respond to homelessness.

People who were homeless or at risk of homelessness received help through the *Young Aboriginal Parents* and *Early Intervention in Sustaining Tenancies* programs in Dubbo. The former assisted 67 clients and the latter 153 between May 2011 and September 2012.

Additional homelessness forums were established in Albury, Griffith, Wagga Wagga and Broken Hill in 2011–12. The forums encourage service providers to network, take coordinated action, and raise awareness of homelessness in their local communities.

## Working with young people

FACS works with young people, their families and carers, other government agencies and non government organisations to maximise the wellbeing of children and young people and minimise the risk of harm. We look for innovative local solutions.

The Western Sydney region has established the Adolescent Team. Its purpose is to improve service delivery to young boys aged 12–17 years who are considered to be at ROSH.

The team works collaboratively with the boys, their families, non government organisations and other government agencies such as the Department of Education and Communities, Ministry of Health and NSW Police.

The *Love Where You Live* initiative in Hunter Central Coast region seeks to address the divide between younger and older members of the community. Through shared storytelling, the project aims to connect the older participants to younger group members dealing with anti-social behaviour and alcohol related issues.

The Coastal and South West Sydney region has developed an initiative to support young people aged 16–18 who are homeless (or at risk of homelessness) and have been diagnosed with mental health issues or significant behaviour problems. Ten clients have so far received support under the two year program.

In the Hunter Central Coast region, FACS and other agencies came together to discuss how best to support children not attending or suspended from school. FACS has undertaken home visits, facilitated access to FACS operated and funded services and built strong relationships with other government agencies. We are already seeing positive results. For example, in one semester there was a 40 percent reduction in school suspensions.

Tirkandi Inaburra is an early assistance service for Aboriginal boys aged 12–15 years which aims to divert them from the justice and child protection systems, re-engage them with school and build their resilience. A cross agency working group jointly chaired by FACS, Aboriginal Affairs and including the Tirkandi Inaburra Cultural and Development Centre, has been established to ensure this work continues as effectively as possible. ●





# PART 3

## Building an efficient and sustainable service system

- 1 | Strengthening partnerships with non government organisations
- 2 | Building organisational capability
- 3 | Improving services through better evidence

### 3 | Building an efficient and sustainable service system

# 1 | Strengthening partnerships with non government organisations

### 3 | Building an efficient and sustainable service system

# 1 | Strengthening partnerships with non government organisations

## Why we partner with non government organisations

FACS partners with non government organisations (NGOs), also known as community organisations, to deliver services as they have the capacity to create social capital in a way that government and the private sector cannot. They are driven by 'community purpose' and exist to support and champion the needs of people who are disadvantaged, vulnerable and socially isolated.

In 2011–12, FACS directed over \$2.35 billion of our \$5.3 billion budget to more than 2000 NGOs across NSW to provide a wide range of services. This contribution is expected to grow over the next four years by a further 30 percent with the reform of current disability and OOHC services.

The rich diversity of NGOs provides economic and social benefits for NSW in a way that government can't. They:

- have the trust and confidence of the community, and are primarily responsible to them and the people they directly support
- can access resources from many sources (philanthropy, corporate sponsorship, in kind resources, donations, volunteer time)
- provide direct and indirect value back to those making contributions
- have flexibility in how they provide services – they can take greater risks and be more innovative in how they deliver services
- have a local profile and depth of knowledge about the local community
- can connect people with local communities, and expand their social networks
- can influence the views of the community and government about the people they support, which can lead to greater inclusion, acceptance and knowledge/skill transfer
- can influence government on behalf of communities and have an impact on economic, cultural and social policy.

## Our priorities

FACS is embarking on a number of reforms to leverage these benefits from the non government sector:

- transitioning to an individualised funding system for disability services which gives people funding control over the supports they need
- transferring OOHC placements to NGOs, with families and communities to take responsibility for the support of children in care
- building capacity in community housing to expand the supply of social and affordable housing across NSW
- transitioning responsibility to the Commonwealth for services funded under the HACC program for older people.

In implementing these and other reforms we aim to:

- invest not only in funding for services, but also in building capacity and supports to enable the non government sector to operate efficiently, to be well positioned to attract resources from business, and to improve the quality of services on offer through transferring OOHC and housing services
- develop a partnership approach that draws on the respective strengths of government and NGOs to deliver real improvements in service delivery, through development of common standards
- adopt more innovative funding approaches that better meet client needs through individualised funding packages
- finetune regulation in order to balance public accountability with allowing NGOs to maximise their use of resources in frontline service delivery
- deliver better housing services to the community - an increase in social housing providers leads to more services for clients as the non government sector can deliver advantages not available to government providers (for example they can borrow against property and grow their asset base)
- build a sustainable workforce that can deliver substantial growth and change.

## Achievements

- 2011–12 signalled the beginning of the implementation of a range of reforms which will substantially improve the way that services are delivered by government and NGOs.
- FACS successfully transitioned responsibility to the Commonwealth Government for services funded under the *HACC* program for older people. 30 June 2012 was the last day of state responsibility for delivering these services.
- The transition of OOHC services to NGOs commenced in January 2012.

## Building the capacity of the non government sector

### Transferring OOHC to NGOs

From January 2012 we commenced the transfer of statutory OOHC and relative/kinship care from FACS to NGOs. Over \$123 million has been indicatively allocated to facilitate this transfer over the next four years. The transfer, which is expected to take five to ten years, aims to increase opportunities for innovative and flexible service delivery. A Ministerial Advisory Group (MAG) comprising senior FACS officials and community leaders is overseeing the transfer. The group is co-chaired by FACS and the ACWA.

The group has prepared an OOHC Transition Plan and Implementation Framework that will guide the transfer of FACS managed care placements to the non government sector. There is a transition team made up of both government and NGO staff at work to deliver the transition. Locally, regional committees have been established, by a partnership between the community sector and government. These are co-chaired by Community Services regional directors and a representative from a community organisation.

### Pre-qualification for OOHC placements

In managing the transition of OOHC services to NGOs, FACS established regional lists of pre-qualified organisations, those who met stringent criteria and have been assessed as suitable for the delivery of OOHC placement services. This is a new way of working for the sector. When a young person in OOHC requires a change in placement we can consult the list of providers to select the one most appropriate for each person's situation. The lists will ensure we are able to exercise the greatest flexibility possible in the future delivery of OOHC services and in our capacity to respond to individual and regional needs.

Delivery of growth placements in OOHC commenced from 1 July 2012. To date, 68 NGOs have been confirmed as OOHC providers. Of this group, 38 have been allocated 3145 indicative growth placements across different regions. A further 1513 placements will be allocated in response to regional demand over the four year contract period.

### Building Aboriginal OOHC capacity

We have been working with the Aboriginal OOHC non government sector to increase their capacity and to help them gain accreditation with the Office of the Children's Guardian. The OOHC Transition Plan provides for all Aboriginal children and young people placed in statutory foster care and statutory relative/kinship care to transfer to the Aboriginal non government sector within 10 years.

A successful transition necessitates immediate investment to start developing the capacity of Aboriginal NGOs and to seed new Aboriginal organisations.

Funding of \$2.5 million has been allocated using KTS funding over a three year period in order to implement the proposed Aboriginal OOHC Capacity Building Strategy. This enhanced funding will enable AbSec to increase the level of Aboriginal OOHC capacity building, partnerships and accreditation activities across the State.

In 2011-12 FACS funded the AbSec transition team to provide a range of strategies and supports including:

- \$123,000 per annum for two years to assist Aboriginal OOHC NGOs to achieve accreditation
- \$223,000 per annum to build capacity of member agencies to care for Aboriginal children in three locations
- a one-off grant of \$150,000 to meet priorities determined through the MAG.

## Transitioning to individualised funding for people with disability

FACS is enhancing partnerships with funded NGOs to advance the *Stronger Together 2* and national reforms aimed at increasing service flexibility and capacity.

Key capacity building commitments under *Stronger Together 2* include:

- funding of \$5 million in 2011–12 for training and development
- development of social benefit bonds for disability services
- initiatives to improve research and data quality.

A new three year funding agreement for NGOs was developed in 2011–12 for introduction on 1 July 2012. We also developed resource allocation models that address client needs across their lifespan to ensure new places are created in areas of highest need.

FACS utilises a Sector Planning Framework to promote local capacity for service delivery under *Stronger Together 2* and a partnership approach to disability planning. It assists local communities to plan for services that will help people with a disability to make decisions about their lives.

In 2011–12, FACS regions developed plans that identify the local communities in which place-based planning will begin, non government sector communication and engagement strategies, and regional and local governance structures. Over the next 12 months, the regions will engage with local communities and mainstream services, exploring opportunities for cooperatively enhancing the capacity of these communities to support people with disability.

## Social benefit bonds

FACS commenced work in 2011–12 to explore opportunities to develop a model for social benefit bonds suitable for the state's social service sector. The aim is to build and sustain partnerships between private investors and NGOs to increase capacity and transform services across NSW. This will lead to better services and maximise the effectiveness of government resources.

Investors will fund the delivery of services via social benefit bonds to improve a particular outcome. The services are designed to prevent a crisis or develop individual capacity so that clients are less likely to require more intensive interventions. When outcomes are realised, the government pays an agreed dividend to investors utilising accrued savings. The bonds are not a replacement for current government funding, but bring a new source of private funding to expand investment in social programs in a sustainable way.

Social benefit bond pilots are being developed for OOHC and recidivism for young people in the Juvenile Justice system. On 20 March 2012, the NSW Government selected proponents to enter the joint development phase for the above social benefit bond pilots.

Two proponents selected for development of social benefit bonds pilots for OOHC demonstrate the potential of partnerships with the non government and the private sectors. The first is a consortium of the Benevolent Society, Westpac Corporation and the Commonwealth Bank of Australia in a proposed bond of approximately \$10 million over five years. The second is with UnitingCare Burnside, which will work directly with children aged 0–5 years and their parents as part of a proposed bond of approximately \$10 million over seven years. If the negotiations in this phase are successful, the preferred proponents will then sign a contract to implement a bond.

## Early intervention reforms

2011–12 marked the successful transfer to NGOs of all *Brighter Futures* services. These are early intervention services that support vulnerable children and families. Annual funding of \$57 million enables NGOs to support approximately 3000 families, including 960 Aboriginal families and 540 CALD families, while giving 1400 children access to quality childcare for two days per week.

To support the transfer, the Early Intervention Council (an advisory group consisting of NGOs, FACS and the Ministry of Health) has taken on an expanded role. It now:

- provides advice and oversees implementation of the revised *Brighter Futures* program and the newly established *Strengthening Families* program to provide early intervention support for families with children at ROSH
- advises on and leads whole of government and non government sector collaboration to help children at risk of entering or re-entering the statutory child protection system and/or OOHC
- examines strategies to reach the *NSW 2021* goals for child protection.

## NSW Industry Development Fund

We have backed our commitment to developing the non government sector in disability and community care with the ongoing rollout of the \$17 million Industry Development Fund. The fund aims to build the organisational capacity of community organisations. During 2011–12, around \$12 million was committed to a range of projects over the next three years. National Disability Services administers the fund on behalf of FACS while a joint Implementation Committee of FACS and non government representatives oversees the design and implementation of activities that it supports. Major projects in 2011–12 are listed in the following table.

## Industry development fund projects

Project title	Description
Aboriginal Resources and Pathways Project	Statewide expansion of the successfully piloted project was designed to develop local networks of Aboriginal communities and disability services and improve access to services for Aboriginal people. The project has delivered a web resource for sharing information about local initiatives, networks and events.
Disability Safe	Extension and expansion of the existing Disability Safe project aimed at reducing workers compensation premium costs. Progress includes the launch of ClaimsConnect, which handles workers compensation claims and premium queries.
Finance Forums on Person Centred Approaches	Regional forums explained the financial consequences for organisations in the move towards person centred approaches for disability support. More than 400 participants representing 122 community organisations registered for these events which were held across NSW.
Person Centred Approaches Project	Support for organisations to plan for the challenges of moving towards more person centred services was extended to NGOs, including the 'state of readiness' survey tool and statewide training.
Leadership Development Program	Workshops were held to enhance the leadership skills of NGO board members and senior managers, particularly in person centred service delivery. Twenty leaders completed the pilot workshop.
AICD Board Development Training	Access to a customised disability sector leadership course for NGO board members facilitated by the Australian Institute of Company Directors (AICD). During 2011–12, 194 board members participated.

FACS is helping NGOs to align their quality systems with national disability policy and NSW standards. We are placing responsibility for consumer safeguards, feedback and continuous service improvements with NGO management boards. From August 2012, NGOs will be eligible for subsidies from the fund if they need support in implementing or improving their quality systems and achieving third party verification of their compliance with the standards.

### Community Housing Industry Development Framework

The NSW community housing sector has undergone rapid expansion and diversification. Under the Community Housing Industry Development Framework, established in 2010, we continued to roll out strategies to improve the capacity of NGOs to invest in community housing. During 2011–12, strategies focused on:

- increasing the profile of and confidence in the community housing sector
- investing in information and business systems to improve service delivery and reporting
- tracking property development by providers to identify development approaches that could be replicated
- strengthening communication between providers to promote the sharing of ideas and successes.

Two million dollars was spent in 2011–12 to support the implementation of strategies delivered by either HNSW or peak community housing bodies. Some of the major projects undertaken include:

- development of communication tools and delivery of related training programs for community housing providers in view of the fast expansion of the sector and more diversified roles for providers
- the strategic stewardship program which aimed at improving the governance of service providers, their strategic planning and risk management capacity
- a survey of the sector's construction and development activities to appraise the level of activities undertaken and identify the areas that could benefit from further capacity building
- improvement to the Community Housing Division's business system to enable more efficient recording and management of provider information, online reporting and surveying of input from providers for program revision and development.



In addition to the above projects, HNSW has also allocated \$1 million to enable eligible community housing providers to further develop their IT and business management systems. The funding is available to providers from July 2011 to June 2013 for:

- investing in information and business systems to improve service delivery and reporting
- tracking property development by providers to identify development approaches that could be replicated
- strengthening communication between providers to promote the sharing of ideas and successes.

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## Improving service delivery and funding approaches

### Building community capacity

*Community Builders* is a funding program which aims to strengthen communities in parts of NSW. It was developed in 2010 through reform of the former Community Services grants programs and the Area Assistance Scheme. *Community Builders* responds to evidence suggesting that community strengthening is an effective way of reducing inequality and disadvantage, and that community organisations are best placed to undertake local community building activities.

There are two components to the *Community Builders* program – renewable and fixed term funding. Community Services allocates local NGOs renewable funding to deliver ongoing services in their communities including information and referral, community skills development and partnership projects. The NGOs draw on their knowledge and assessment of local community needs in designing services. Fixed term funding is available on application to government organisations and local councils for projects to improve outcomes for their communities. Projects are developed in consultation with the local community and must consider the needs of disadvantaged community members.

In 2011–12, *Community Builders* funded 437 renewable services valued at \$40.6 million along with 66 new fixed term projects valued at \$4.2 million.

### New funding agreement

ADHC consulted with funded organisations and peak bodies in developing a new funding agreement to replace the arrangements that had been in place since 2000. To begin on 1 July 2012, the new agreement focuses community organisations on the shift to person centred service delivery and individualised funding that will occur over the next three years. In addition the agreement:

- makes the boards and management committees of funded organisations accountable for delivery of policy reforms
- reduces red tape in a number of areas
- places a greater focus on complaints handling, in line with requirements of the NSW Ombudsman
- provides more flexible funding arrangements to support the transition to individualised funding.

### Electronic referrals to NGOs for community care

The Community Care Access Point (CCAP) has been the one stop shop for HACC referrals in the Hunter region since February 2008. The CCAP allows community service providers to electronically refer and receive referrals for clients for HACC services. It directly benefits community organisations and clients by providing a centralised intake, information, assessment and referral service for people wishing to access services in the Hunter local planning area. The service also allows self referral.

Since the service began, there have been close to 55,000 electronic referrals, with the number of referrals steadily increasing each year. In 2011–12 there were 10,000 inbound referrals and 12,000 outbound referrals.

## Building a sustainable workforce

The continuing growth of the community sector necessitates substantial investment in workforce reform. The disability sector workforce alone will grow by 30 percent over the next five years under *Stronger Together 2*. Growth will also occur with the OOHC transfer and community housing reform. Building the size, capacity and skills of the community sector workforce is a combined priority for us and the sector.

Remuneration for social and community services workers will improve following a recent decision by Fair Work Australia, which should help attract new workers to the sector and increase the professionalisation of the workforce.

FACS has been working with sector leaders, employer groups and unions to ensure the necessary skill improvements in NSW. Education and information workshops on the new award were held in the first phase of the three year *Industrial Relations and Workforce Development* program, attracting more than 1300 employers and employees.

We continue to invest in resources to improve staff recruitment and retention. An example of this is *carecareers* – a recruitment program for disability and community care organisations in NSW which combines a staffed careers centre and an internet based recruitment portal with multimedia marketing. At June 2012 over 14,000 candidates had registered online and over 16,000 job applications had been made via the website [www.carecareers.com.au](http://www.carecareers.com.au). Additionally over 300 service providers were actively using the website. ●

3 | Building an efficient and sustainable service system

## 2 | Building organisational capability

### 3 | Building an efficient and sustainable service system

## 2 | Building organisational capability

FACS recognises the need to reform our organisation and improve services so that vulnerable people across NSW can lead more secure and fulfilling lives. We are doing this by:

- building business operations and delivery capability
- consolidating back office functions to drive efficiencies
- re-directing savings to front line service delivery
- regionalising services to build a locally focused and accountable organisation.

### Building business operations and service delivery capability

#### The FACS workforce strategy

Our workforce strategy has five elements:

- building capability
- managing performance
- strengthening diversity
- engaging our workforce
- ensuring their health and safety.

#### Building capability

Building workforce capability through training and development is critically important for staff at all levels.

FACS staff had access to training and ongoing development in 2011–12. We adapted training for frontline and middle managers consistent with changing service delivery models and skill needs. For example, new entrants in service delivery roles complete an induction program followed by comprehensive training specific to their role.

ADHC has introduced a new program, *Conversation Fit*, based on the type of interactions managers and staff are now having with service providers to progress reform. Our senior leaders participated in several internal programs aligned to the NSW Public Sector Executive Capability Framework as well as other public sector programs. Use of e-learning increased, particularly for compliance training and to assist the rollout of new technology and new organisational initiatives.

Community Services piloted, implemented and refined a range of caseworker and mandatory reporter tools. The Structured Decision Making (SDM), Safety, Risk Assessment and Risk Re-assessment tools and a casework manual were progressively implemented across the state, with approximately 3000 staff trained by the end of September 2011. This new assessment system ensures a consistent approach to decisions about the immediate safety and future risks faced by children and young people.

#### Managing performance

We recognise the importance of holding managers accountable for the performance of their staff and have processes in place to manage and improve individual performance. Work has begun on a standardised approach to performance management which will link the FACS strategic and business planning framework with the work plan objectives and job requirements of individual staff.

#### Strengthening diversity

FACS is one of the most diverse workforces in the NSW public sector.

Seventy-seven percent of the workforce are women.

A highlight of our quest to build workforce diversity was the awarding of a Public Service Medal in the Queen's Birthday Honours list to Lani Watson of Businesslink. The award recognises Lani's development of employment opportunities for Aboriginal and Torres Strait Islander people in south west Sydney.

#### Engaging the workforce

In recognition of the importance of developing female leaders, FACS sponsored 48 women for the *Drive your Career* initiative, which targets women with high potential at grades 5/6 and 7/8. Another initiative was the development by ADHC of a guide to address institutional barriers to full participation in the workforce by people with disabilities.



## CASE STUDY

### Aboriginal employment strategy

A partnership is behind development of the successful Businesslink strategy to attract more Aboriginal and Torres Strait Islander staff and to establish the agency as a preferred employer for Aboriginal people in south west Sydney.

It is a partnership between Businesslink, the Gandangara Local Aboriginal Land Council, the local Aboriginal community and TAFE NSW. Collectively they've come up with a winner – a program that supports people from low socioeconomic backgrounds to enter the public service and act as role models in the broader community.

The Gandangara Local Aboriginal Land Council trains potential candidates in Certificate II Business Administration with TAFE NSW so that those who gain a traineeship are ready to undertake Certificate III.

Leading strategy development was Businesslink's Lani Watson, who put together a three month rotation for trainees through various Businesslink units, such as recruitment, finance, payroll, and the service centre. Her role was recognised in 2012 with the award of a Public Service Medal.

**Lani Watson (right) with four Aboriginal and Torres Strait Islander trainees**

## CASE STUDY

### Damien joins the FACS team

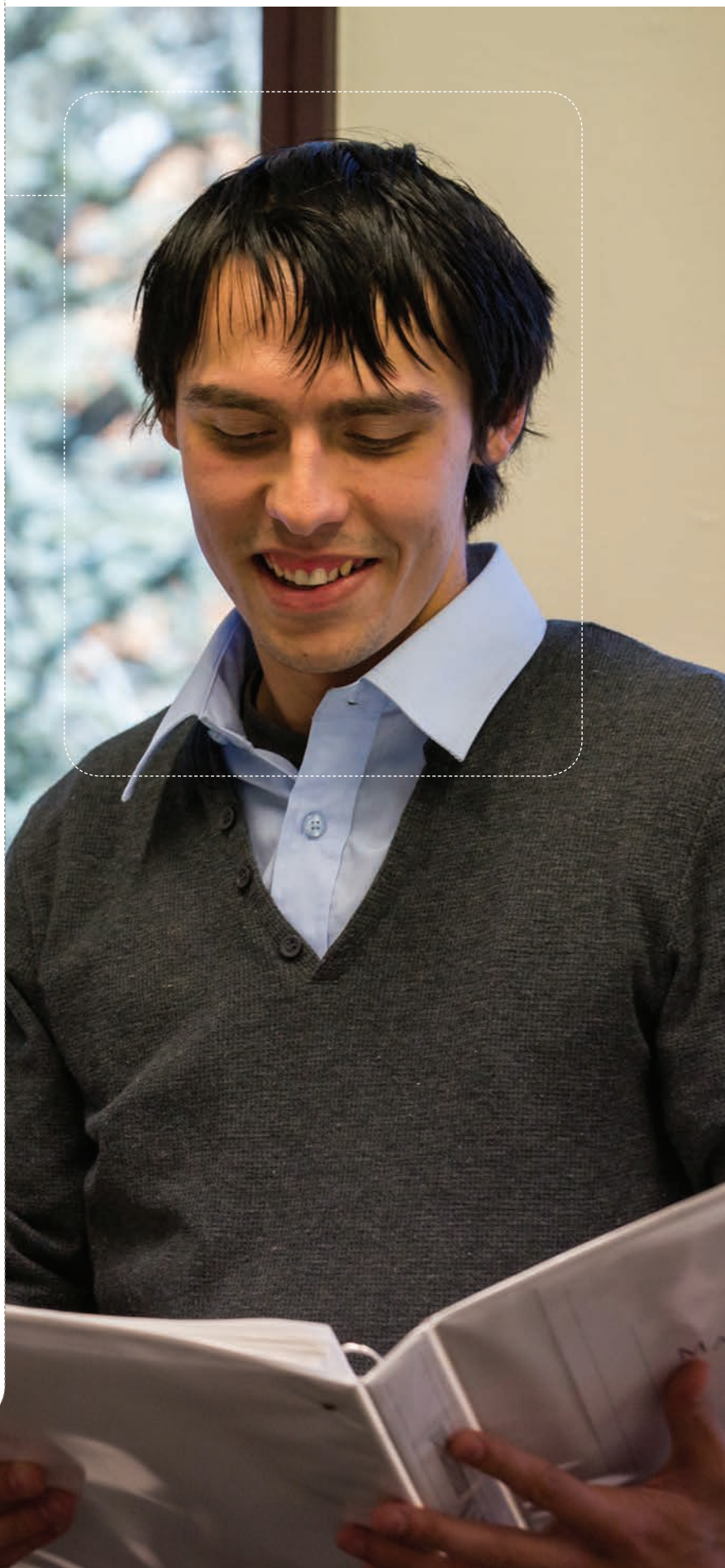
Damien Fletcher started work with FACS as a trainee Aboriginal care worker. The career move came after seeing an advertisement on the traineeship program, which prompted Damien to think it would be a good opportunity to help people.

To Damien the traineeship has meant a lot. "I get to help people in my community maintain their independence. Every day I see how just one little thing, like house cleaning, can change someone's day or even their life. It's the most rewarding work I've ever done," he said.

Damien completed his traineeship in October 2011 and later accepted a permanent position. He's now a service coordinator in Armidale.

Damien feels a great sense of achievement in completing his traineeship. "It's great to know that what you do for a living helps to provide a better quality of life to the people in your community", he said.

*"FACS is an amazing organisation to work for," he said. It's rewarding and provides its staff with the opportunity to develop their skills and move down all sorts of career paths. The traineeship has given me direction and endless career options."*



## Ensuring staff health and safety

We prepared staff to comply with the new *Work Health and Safety Act 2011* and the *Workers Compensation Legislation Amendment Act 2012*.

## Improving our capacity to look after multicultural clients

We worked to enhance organisational capacity to better meet the needs of CALD communities. Initiatives in 2011–12 include:

- ensuring our language services meet the needs of our clients, their families and carers
- translating a number of resources into community languages
- starting work on a strategy aimed at building organisational and sector capacity to work within a CALD community
- integrating cultural diversity goals into corporate service planning, monitoring and evaluation
- continuing induction training on culturally appropriate practice for new staff, especially frontline caseworkers
- presenting the annual Community Services Mary Dimech Multicultural Staff Awards, which recognise and promote best practice by staff in working with culturally diverse families and communities.

## Re-directing savings to frontline service delivery

We are committed to maintaining and improving frontline services while reducing back office costs. All savings go to maximising the number of people we can assist. In tandem with this, we are working to reduce organisation wide costs by streamlining corporate services. Measures implemented in 2011–12 include:

- a review of contractor expenditure
- a review of overtime and agency staff usage to better align staff resources with work demands
- procedures to ensure faster return to work of staff who have recovered from injury
- leaving back office positions unfilled when staff take recreation leave
- more rigorous job evaluation processes to curb 'grade creep'.

While maintaining service delivery levels, additional savings initiatives will target labour force costs through improved management practices and service design, better rostering, labour force productivity and other measures. As well as improving labour productivity, we are seeking to deliver more efficient service delivery to improve the lives of vulnerable people in NSW.

## Savings through shared services

Businesslink is the specialist provider of business services, delivering high quality, secure services at the lowest cost. Businesslink provides a broad range of core, transactional and value added services for a wide range of government bodies and external organisations, and specialises in financial, human resources, information technology, property, workforce and business services. In 2011–12 Businesslink clients saved a total of \$23.9 million in costs, an improvement of 148 percent on the 2010–11 results.

## Improving customer satisfaction

The Business Service Centre (BSC) at the frontline of Businesslink strives for best practice and continuous improvement in customer satisfaction. The BSC manages the wider Businesslink feedback policy, but also proactively seeks feedback from clients to determine their level of satisfaction by randomly calling users of the service.

The results of the 2010 and 2012 surveys, below show increasing levels of customer satisfaction.

## Business custom satisfaction surveys

	2010 Survey %	2012 Survey %	Improvement %
Overall rating	78.7	82.4	3.7
Operator rating	74.4	83.9	9.5

## CASE STUDY

### New system supports better client management

With the rollout of *Stronger Together 2*, service capacity within the community sector will increase by more than 47,000 places and people with disability will be able to choose their support resources under portable funding arrangements.

A successful rollout will however depend on many factors, including replacement of inadequate client management support systems.

Businesslink researched replacement solutions, selecting an Oracle solution called CRM on Demand as the base for the new service portal. What sold the system was its ability to handle everything from the most simple to the most complex tasks.

The new service portal will support closer interface between service providers, ADHC and the community. The system also interfaces with the existing Client Information System and supports quarterly reporting by non government organisations and service providers.





The overall improvement on the 2010 results is a direct result of our response to customer feedback from previous surveys, for example our successful strategy to employ and retain permanent staff. However, clients in 2012 indicated they would still like to see improvement in first call resolution, updates on the status of their requests, and faster email response times. Based on these findings, the BSC is further improving service by:

- providing regular and consistent staff training to improve knowledge and troubleshooting skills
- being more proactive with regular updates to clients on the status of their outstanding service requests or, if the request is leaving the BSC, providing a timeframe for resolution
- emphasising reduction in email response times to increase confidence in the contact centre's ability to process requests promptly and potentially reduce the volume of calls.

Every second counts. Through these initiatives, FACS staff will spend less time waiting in a telephone queue, reporting a computer issue or resolving their pay matters, enabling them to spend more time helping to improve services for and the lives of vulnerable people across the state.

## Connecting with technology

We serve a broad range of clients, many of whom live in remote or regional areas where transport can be a problem. By using technology, however, we can communicate with clients when it suits them. Our FACS wide video conferencing system also allows staff and clients in different locations to connect and discuss issues of concern. The technology is also helping to save time and money.

In September 2012, we held a family engagement seminar for caseworkers, managers, policy makers and workers from non government organisations in Sydney and broadcast it statewide through video conferencing facilities in 14 regional offices. Staff were able to listen, see and interact with speakers and the live audience at the seminar without travelling far or, indeed, without travelling at all.

Our use of video conferencing in 2011–12 grew by nine percent on the previous year. ●

3 | Building an efficient and sustainable service system

# 3 | Improving services through better evidence

## 3 | Building an efficient and sustainable service system

# 3 | Improving services through better evidence

## Improving services through better evidence

Providing the right kind of service relies on collecting the right kind of information about our clients' needs. As part of our commitment to placing people at the centre of all that we do, FACS is continually building a robust evidence base to ensure that our services match our client needs.

We strive for continuous program improvement through regular program reviews. Research and evaluation underpins program decision-making and drives change where needed. This is demonstrated by our:

- contribution to research, including early assistance and prevention, statutory child protection, people with disabilities, communities, and social housing. We supported a number of external research projects, including commissioned research and collaborative projects which are detailed in Appendix 13. Important results are publicly available through the FACS website
- use of technically rigorous economic, financial and statistical analysis and quality data in establishing new programs such as *Strengthening Families*, *Intensive Family Support* and *Intensive Family Preservation*
- performance audits and program reviews into processes to improve services and lives by focusing our resources on those people in greatest need. For example, research undertaken by Community Services, including Pathways of Care, the Aboriginal Families Study and the Kinship Care in NSW Study, has resulted in a greater understanding and knowledge of the OOHC system and will pave the way to strengthen the OOHC service system in NSW in order to improve the outcomes for children and young people
- review of how our services are delivered to find fresh and innovative delivery methods which work for the community. We also conduct our reviews in consultation with FACS staff and key stakeholders such as our community partners
- identification of why cost and demand are growing to help us better plan for the future and make the right decisions, especially in difficult economic times
- addressing poorer performing or lower value programs through reform or replacement with programs which deliver better performance and better outcomes for people.

FACS also supports research through in-kind support for relevant PhD and other projects, such as the National Health and Medical Research Council project, Integrating Evidence into Policy and Sustainable Service Delivery.

### Planning and risk

We have a robust business planning and reporting process across the organisation. All business units develop annual business plans and report on a quarterly basis. Reports address all projects and cover budgets, resources, efficiencies, project status, risks and expected benefits. Senior committees scrutinise all projects noted as off track or as having emerging issues.

The FACS Enterprise Program Management Office (EPMO) coordinates major reforms across the department and is the centre of excellence for program management driving standardisation in portfolios, programs, projects and change management methodology across FACS. Divisional PMOs have been implemented and are accountable for establishing the FACS standard project management practice across their respective divisions and are a key conduit of project reporting to the EPMO.

The role of the Divisional PMOs includes reporting, tracking, support and capability development across the full portfolio of programs/projects. It facilitates the transition of reporting processes of divisions to the tailored FACS program and project approaches and supports the prioritisation of projects, using the agreed methodology, to respective executives of divisions.

*Stronger Together 2*, which sets one of our main reform agendas, has a discrete program management office which works closely with business planning areas across the department. It coordinates planning and implementation of all policy and program reforms and focuses on realising the benefits of *Stronger Together 2* for people with a disability, their families, carers, the sector and government. Community Services also has a PMO that oversees and monitors the progress of the OOHC and the child protection reform agenda.

## Evaluation Framework

FACS closely aligns research and evaluation activities to support our core business decisions. Evaluation frameworks are used for a range of purposes including assessment of pilot projects to determining that longer running programs are providing the best support for the community. They assist in identifying where management practices could be improved and identify key achievements. An example of this is the *Stronger Together 2* research and evaluation program which was established to oversee the implementation of this major reform.

The NSW Commission of Audit (the Schott Report) into NSW public sector governance noted that “the value of program evaluations is not just in the evidence base built. Setting systematic evaluations and forcing an environment of greater transparency is likely to influence performance and behaviours on the ground.”

FACS has been working to develop a comprehensive evaluation framework that will be introduced in 2012-13. The redevelopment of the framework aims to make sure we are best placed to drive reform in the person centred approach to service delivery, and to encourage transparency.

## Incorporating client feedback into reviews

Client feedback is critical to informing our actions and adapting our services to do the best we can for the communities we serve. FACS has set up a range of mechanisms for seeking client feedback and incorporating this into the way services are delivered.

Where appropriate, we collect primary data to evaluate program trials and new programs from a client perspective. This helps to monitor the effectiveness of new programs and, for established programs, integrates continuous improvement practices into our daily work. The capacity to measure outcomes is important in driving good practice and appropriate service investment.

We make data on program effectiveness and best practice accessible to staff for a number of programs, along with a range of evidence based resources. The availability of this information leads to more effective decision-making. Further, we have tailored systems to meet the data collection needs for certain programs. Small trials such as those for *Intensive Family Support* and *Intensive Family Preservation* now use a simple data collection tool which is supported by the business units involved.

We share research findings, for example Community Services circulate Research-to-Practice Notes and run Research-to-Practice Seminars for caseworkers. The seminars are run in a number of remote locations to maximise access to the training. These activities are coupled with a well established staff learning and development program.

FACS aims to provide an efficient complaints handling service to clients, their advocates, service providers and the community. Quality complaints handling can ultimately improve our service system by enhancing our relationships with clients, resolving issues quickly and revealing areas where improvement is necessary.

## Community Care Common Standards quality reviews

As a part of our commitment to program reviews, in 2011 we worked with the Commonwealth Government to undertake a quality review of organisations by use of the Community Care Common Standards. The Standards aim to encourage community care providers to review, refine and continuously improve service delivery through a quality review process.

As part of this process, service providers must report on how well their services meet the standards and program requirements. Reviews were undertaken of providers funded by FACS under the *HACC* program, including the largest provider in the state, the Home Care Service of NSW. In total 105 reviews have been conducted across NSW.

In order to minimise the administrative burden for both governments and service providers, where a community care provider received funding from both FACS and the Commonwealth Department of Health and Ageing, joint reviews were conducted.

The focus of the quality reviews was on the results achieved for clients. The review process makes all community care service providers accountable and ensures the highest quality services to eligible clients.

## Greater collaboration on solutions

### Collaboration to improve services

FACS works with other government departments to undertake research and link data in the interests of a more joined up response to clients. For example, through joint projects with agencies such as the Ministry of Health and the NSW Police, we have developed a variety of approaches to keeping children and their families safe.

The National Framework for Protecting Australia's Children is a 12 year reform program (2009–2020) that recognises the need for a national approach to child protection. Both *Keep Them Safe* and the National Framework focus on early identification of the needs of vulnerable children and families, and of early assistance through universal and targeted services.

In line with these national priorities, FACS has been working with the Australian Research Alliance for Children and Youth and the Commonwealth to develop a common approach that will promote more timely referrals and shared responsibility. A 12 month trial of the approach at four sites nationally included the Interrelate Family Centre in Lismore. This non government organisation provides family relationship and counselling services, and it developed resources to enable mainstream service providers to identify vulnerable families more easily and connect with other services. Their use will prevent the escalation of issues within families and minimises involvement with the child protection system.

The common approach is designed for use by practitioners such as doctors, teachers and child care workers who have concerns about a child, young person or family, or who need guidance to respond to a particular concern.



## Collaborating with clients

We provide tenants with a forum to comment on FACS housing policies and services. The Social Housing Tenants Advisory Committee (SHTAC) comprising 11 social housing residents from across the state, provides feedback to help develop operational policies and procedures, improve service delivery and encourage tenant participation with HNSW services.

In 2011–12, FACS completed the review of the Aboriginal community housing provider tenants' survey. A total of 28 surveys were completed across AHO regions by Roy Morgan Research. The main tenant survey was also completed. A total of 530 questionnaires were completed and the project has progressed to data analysis.

The results of the main tenant survey will:

- enable FACS to understand service delivery from a tenant's perspective and the issues for large, medium and small housing providers and Local Aboriginal Land Councils and other Aboriginal councils
- assist FACS to deliver suitable support services, such as capacity building for providers and tenant support programs
- enable housing providers and FACS to better understand, from a tenant's perspective, the quality of housing services and how future policy and programs under *Build and Grow* can be improved.

FACS has developed the Property Register Data Base and is developing the Build and Grow Tracking and Reporting System. These databases are designed to ensure that Aboriginal community housing providers continue to demonstrate that they are providing quality housing services to Aboriginal people, thereby giving tenants, communities and the government confidence that housing is well managed and sustainable.

## Easier access to services

FACS is improving the way it offers local services by rolling out a program of FACS Access Centres and co-locations of offices across the state. These will see the previously separate offices of Community Services, HNSW and ADHC, combined into one local office. This relieves people of the burden of having to visit a range of different government offices to retell their stories and ensures a coordinated service response by FACS. Co-located offices have been completed in Cessnock, Narrandera, and Raymond Terrace.

FACS is trialling three dedicated Access Centres as a part of our improvement to office co-locations. These involve co-located offices providing a one stop integrated service at the front counter. Staff are trained across the range of FACS service streams. This is particularly important for serving the needs of our remote and regional communities. Three initial pilot sites are Walgett, Nyngan and Wilcannia.

The Walgett and Nyngan Access Centres are fully operational and the purpose built centre in Wilcannia is under construction and due for completion in late 2012. The Walgett and Nyngan centres have proved popular with clients, particularly those with complex needs requiring a multi-agency response.

As part of the *Simpler Government Services* program, older people will be able to apply for a Seniors Card at the new whole of government one stop shops. The NSW Seniors Card Program will be expanded to provide greater access to information as a means of engaging with seniors on matters important to them.

## Transparency and accountability

FACS is building trust through improved customer service, transparency and clear accountability through public reporting. FACS is increasing transparency by reporting yearly on children at risk of harm and child deaths. The *Child Deaths 2010 Annual Report*, which was released in December 2011:

- shared key data about FACS involvement with the families of the 139 children and young people who died in 2010 and who were known to FACS
- increased public understanding of child death by explaining the complexity of the circumstances in which the children lived and died
- shared the lessons learned and the practice and system changes subsequently made to make our services more effective in preventing child death wherever possible.

Community Services and the Ombudsman are working together to ensure that reviews of child deaths are equally rigorous, regardless of whether the child had been placed with carers from Community Services or from non government organisations.

From 2013, the *Community Services Annual Statistical Report* will make public the number of children and young people who have been reported at risk of significant harm, the number who have received a risk assessment, and the number who have received support either from Community Services directly or from a funded non government organisation.

During this year the FACS Women NSW division released *Women in NSW 2012*, the NSW Government's first annual report on women. Its publication delivers on the *NSW 2021* commitments to more transparent and accountable government.

FACS will be reporting on the progress of *Stronger Together 2* reforms in a report to be released in late 2012. FACS will also publicly release the *NSW National Disability Strategy Implementation Plan* and progress reports from its commencement in 2012-13. ●







# PART 4

Appendices

Glossary

Index

# 1 | Multicultural policies and service program

Achievements 2011–12	Priorities 2012–13
<p><b>Ageing, Disability and Home Care</b></p> <p>In 2011–12, we:</p> <ul style="list-style-type: none"> <li>■ introduced the Language Services Policy, which will inform development of language service delivery models appropriate to ADHC operated and funded services</li> <li>■ introduced mandatory data remediation for collection of cultural diversity data to improve information on clients and carers from CALD backgrounds</li> <li>■ commenced extensive scoping of cultural competency activity, needs and gaps across ADHC and the funded sector</li> <li>■ established the Regional Cultural Diversity Strategy Group in all regions to plan, implement and drive the cultural diversity agenda locally</li> <li>■ introduced ADHC wide systems for monitoring and reporting on the activity of the Community Language Allowance Scheme</li> <li>■ as part of the <i>Living Life My Way</i> consultations, held over 30 focus groups in languages other than English to ensure an inclusive consultation process.</li> </ul>	<p>In 2012–13, we will:</p> <ul style="list-style-type: none"> <li>■ continue to implement <i>Valuing and Managing Diversity: Cultural Diversity Strategic Framework 2010–13</i></li> <li>■ develop a language services implementation plan</li> <li>■ integrate cultural diversity goals into corporate service planning, monitoring and evaluation</li> <li>■ promote better use of cultural diversity data in planning and resource allocation</li> <li>■ improve access to services for people with a disability from CALD backgrounds through person centred approaches</li> <li>■ improve the ADHC website to increase the awareness of services in CALD communities</li> <li>■ maintain and improve partnerships with multicultural community organisations.</li> </ul>
<p><b>Businesslink</b></p> <p>In 2011–12 we:</p> <ul style="list-style-type: none"> <li>■ continued to exceed the NSW Government benchmark target for representation of people whose first language as a child was not English (20 percent) in departments. NSW Businesslink now has a representation of 30.4 percent (source: Workforce Profile 2011–12)</li> <li>■ delivered training sessions on cultural awareness for NSW Businesslink staff</li> <li>■ continued use of the Community Language Allowance Scheme for staff who use their languages skill as part of the regular business activities.</li> </ul>	<p>In 2012-13 we will:</p> <ul style="list-style-type: none"> <li>■ continue to deliver training sessions on cultural awareness</li> <li>■ aim to exceed the NSW Government benchmark target for representation of people whose first language as a child is not English</li> <li>■ continue the Community Language Allowance Scheme for staff who use their languages skill as part of their regular business activities</li> </ul>

Achievements 2011–12	Priorities 2012–13
<p><b>Community Services</b></p> <p>In 2011–12, in implementing the Multicultural Planning Framework we:</p> <ul style="list-style-type: none"> <li>■ put regional implementation plans in place against the division's <i>Multicultural Strategic Commitment 2008–2013</i></li> <li>■ incorporated components on work with CALD clients in a range of decision-making casework tools</li> <li>■ held four meetings of the Multicultural Affairs Advisory Group</li> <li>■ included commitment to multicultural service provision in the performance plans of senior executives</li> <li>■ included culturally responsive service delivery in training for new managers and caseworkers</li> <li>■ progressed consolidation of the <i>Multicultural Caseworker</i> program</li> <li>■ made Child Protection and OOHC practice resources available to caseworkers on the intranet to support cross-cultural casework</li> <li>■ conducted three pilot projects to recruit more foster carers from the African, Greek and Arabic communities</li> <li>■ introduced cultural competence assessment and training procedures for new foster carers</li> <li>■ funded projects targeting the specific needs of CALD communities</li> <li>■ worked with generalist funded organisations to ensure services were appropriate and accessible for CALD clients, for example, <i>Brighter Futures</i> sets targets on services provision to CALD clients and requires reporting against these</li> <li>■ increased expenditure on internal interpreter services compared to the previous year and spent \$563,000 on interpreters for funded services</li> <li>■ delivered 50 multicultural community information sessions for refugee communities, which was more than in 2010–11.</li> </ul>	<p>In 2012–13 we will:</p> <ul style="list-style-type: none"> <li>■ implement the five-year <i>Multicultural Strategic Commitment 2008-2013</i> through regional implementation plans and assessment against the MPSP Multicultural Planning Framework and annual performance measures</li> <li>■ integrate <i>Multicultural Strategic Commitment</i> strategies, with major emphasis on child wellbeing</li> <li>■ ensure people with cultural diversity expertise are represented on internal and external advisory bodies</li> <li>■ ask senior managers to demonstrate active leadership in implementing the agency's <i>Multicultural Strategic Commitment</i></li> <li>■ consolidate the <i>Multicultural Caseworker</i> program</li> <li>■ deliver professional development to multicultural caseworker positions</li> <li>■ deliver induction training for new managers on culturally responsive service delivery</li> <li>■ deliver training on culturally reflective practice to new caseworkers through the <i>Caseworker Development</i> program</li> <li>■ maintain practice resources to support cross-cultural casework in the Child Protection and OOHC teams</li> <li>■ recruit foster carers from culturally diverse backgrounds</li> <li>■ assess the cultural competence of all new foster carers.</li> </ul>

Achievements 2011–12	Priorities 2012–13
<p data-bbox="165 264 336 293"><b>Housing NSW</b></p> <p data-bbox="165 315 320 344">In 2011–12 we:</p> <ul data-bbox="165 367 727 1603" style="list-style-type: none"> <li data-bbox="165 367 727 461">■ translated the <i>Rent It Keep It</i> tenancy education resource into six new community languages for the Housing NSW website</li> <li data-bbox="165 479 727 573">■ worked in partnership with Shelter NSW to convene a successful multicultural housing assistance seminar in June 2012</li> <li data-bbox="165 591 727 685">■ maintained a strong investment in language services for clients, with a total expenditure of \$1,470,000 in 2011–12</li> <li data-bbox="165 703 727 837">■ further assisted clients to access services by providing translating and interpreter services for around 3000 calls per month at a cost of approximately \$1.2 million for the year</li> <li data-bbox="165 855 727 949">■ developed policies and procedures for guiding frontline staff when assisting clients from non-English speaking backgrounds</li> <li data-bbox="165 967 727 1128">■ <a href="http://www.housing.nsw.gov.au">www.housing.nsw.gov.au</a> provided targeted information via the Housing NSW website about housing assistance in a number of community languages and directed clients to well established language services</li> <li data-bbox="165 1146 727 1205">■ translated our tenant newsletter, <i>Your Home</i>, into six languages for publication on our website</li> <li data-bbox="165 1223 727 1317">■ provided induction and e-learning training to Housing NSW staff on cultural awareness, equal employment and linguistic diversity</li> <li data-bbox="165 1335 727 1469">■ considered advice from the Housing NSW Workforce Diversity and Equity Council, which provides feedback on equity and diversity employment issues within the organisation</li> <li data-bbox="165 1487 727 1603">■ held membership on the NSW Government Immigration and Settlement Planning Committee, which develops and implements settlement and planning policy for NSW.</li> </ul>	<p data-bbox="788 315 986 344">In 2012–13 we will:</p> <ul data-bbox="788 367 1366 501" style="list-style-type: none"> <li data-bbox="788 367 1366 501">■ continue to implement the multicultural framework, including integrating the needs of CALD clients into initiatives being developed as part of the Homelessness Action Plan.</li> </ul>

Achievements 2011–12	Priorities 2012–13
<p><b>Office for Ageing</b></p> <p>In 2011–12 we:</p> <ul style="list-style-type: none"> <li>■ funded the University of NSW to examine motivations and barriers to volunteering in older Italian and Chinese Australians. The findings from the study, <i>An Untapped Resource: Older CALD volunteers – understanding the barriers and motivations to volunteering in NSW</i>, will help develop a social marketing campaign to increase volunteering in Italian and Chinese Australians.</li> </ul>	<p>In 2012–13 we will:</p> <ul style="list-style-type: none"> <li>■ acknowledge the diversity of seniors in NSW under the NSW Ageing Strategy. Highlights will include specific initiatives for CALD communities. For example, <i>Tech savvy seniors</i> which will provide low cost training for older people to learn to use smartphones, tablets and computers. This will be launched in 28 locations across NSW, with a number of projects specifically supporting older people from CALD backgrounds.</li> </ul>
<p><b>Women NSW</b></p> <p>In 2011–12 we:</p> <ul style="list-style-type: none"> <li>■ oversaw an independent review of the <i>NSW Domestic and Family Violence Action Plan</i> to ensure, among other considerations, responsiveness to the needs of all women in NSW, including women in CALD, Aboriginal and refugee communities.</li> </ul>	<p>In 2012–13 we will:</p> <ul style="list-style-type: none"> <li>■ oversee the development of a new framework addressing domestic and family violence in NSW. A key priority of the NSW Government is to reduce the incidence of domestic violence in CALD, Aboriginal and refugee communities by ensuring domestic violence services are culturally responsive. ●</li> </ul>

## 2 | Consultancy

### FACS Expenditure on Consultancies for the 2011-2012 Financial Year

#### Consultancies over \$50,000

FACS Division	Consultant	Project Description	Amount
Ageing, Disability and Home Care	Bendelta Pty Ltd	Aboriginal Home Care Project	\$110,579
	Litmus Group	Quality Management Strategy	\$105,000
	Alt Beatty Consulting	Review of Commonwealth Program	\$79,915
	Bendelta	Training Framework Development	\$77,726
Community Services	Ernst & Young	Child Protection Caseload Review Phase 2	\$363,619
	KPMG	Community Services NSW Organisational Review	\$342,223
	Ernst & Young	Review of Subsidies and Grants Program	\$81,565
FACS Central Office	Ernst & Young	Business Strategy and Operational Performance Review of Service Delivery	\$180,000
Housing NSW	PricewaterhouseCoopers	NSW Homelessness Program Project	\$103,758
	Evans and Peck Pty Ltd	Housing Affordability Marketing strategy	\$84,085
	The Nous Group	Business Structure Advice	\$61,566
NSW Businesslink	SMS Consulting Group	Development of ICT Strategy	\$87,290
<b>Total</b>			<b>\$1,677,326</b>

#### Consultancies under \$50,000

FACS Division	Category	Number of consultancies	Amount
Ageing, Disability and Home Care	Management services	3	\$50,051
Community Services	Evaluation services	1	\$36,364
Housing NSW	Strategic reviews	8	\$88,405
Women NSW	Program review	1	\$25,686
<b>Total</b>			<b>\$200,506</b>

Note 1 The Businesslink consultancy will appear in the Businesslink Annual Report financial statements ●

## 3 | Consumer response

### Aboriginal Housing Office

The Aboriginal Housing Information Service (AHIS) provides information and advice to Aboriginal people about housing options and issues. It also ensures that referrals are made to appropriate agencies.

The AHIS is an important frontline customer service mechanism that enables people to more effectively identify the housing services which best suit their needs. The service also provides advice and referrals for Aboriginal and Torres Strait Islander people on housing options.

In 2011–12, AHIS staff answered over 1080 inquiries from Aboriginal people on areas such as:

- confirmation of Aboriginality
- Commonwealth rent assistance
- Consumer Tenancy Trade Tribunal
- HNSW Warrant of Possession
- HNSW service complaints
- home purchase
- homelessness
- housing redevelopment
- modifications
- mutual exchange
- nuisance and annoyance
- priority housing
- rental arrears
- *Rentstart*
- repairs and maintenance
- subsidies
- succession of tenancy
- tenancy reinstatement
- property upgrades.

### Ageing, Disability and Home Care

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

Wherever possible, issues are resolved at a local level in an effort to preserve the relationship between staff, the client and the client's representatives. Information and factsheets about complaints handling processes are available at [www.adhc.nsw.gov.au](http://www.adhc.nsw.gov.au)

Service users can make a complaint in person, in writing, by telephone or by completing a form available on the ADHC website.

The Ministerial and Executive Services Unit monitors the handling of complaints raised in correspondence to the Minister for Ageing and Minister for Disability Services and the Chief Executive. This correspondence may be from external agencies such as the NSW Ombudsman, Members of Parliament on behalf of their constituents, or clients and their families.

The unit also accepts complaints received through the FACS (ADHC) website and from the National Disability Abuse and Neglect Hotline (1800 880 052) and allocates these to appropriate sections of ADHC for action and response.

Community complaints data, currently captured through the Client Information System, are monitored by the Governance and Assurance Directorate (GAD), which reports quarterly to the Executive Committee. During 2011–12, the GAD commenced a Complaints Process Improvement project. The project's purpose is to deliver a new complaints policy, procedures, ICT systems and supporting tools which will facilitate improved analysis and reporting of complaints data.

There was an overall reduction in registered complaints captured in the Client Information System in 2011–12. A total of 869 complaints were registered, compared with 966 in the previous 12 month period, a 10 percent decrease. Of these, 725 complaints were received by regions and 144 by central office. Complaints about regional Home Care decreased by 8 percent this year, with 590 complaints received compared to 639 in 2010–11. Complaints covered three broad categories – service delivery (68 percent), staff and other (23 percent), and service access (9 percent).

Complaints are monitored as part of the corporate risk management framework with key risks reported to executive management to identify emerging systemic issues and help to proactively determine risk and mitigation strategies.

## ADHC customer feedback – main issues

Reason	Complaints	%
Service quality/delivery	592	68
Staff	194	22
Service access	73	9
Other	10	1
<b>Total</b>	<b>869</b>	<b>100</b>

## Businesslink

NSW Businesslink received 197 complaints and 186 compliments through the feedback management system, compared with 93 complaints and 160 compliments last year. The growth in feedback is primarily attributed to increased customer awareness and use of the official feedback system. A link to the feedback form was added to the incident resolution email notification in August 2011 which encouraged customer feedback.

Of the 197 complaints, 31 resulted in procedural improvements, 35 contributed to improved quality assurance surveillance and better aligned staff training and coaching programs. Fifty four complaints were about issues the customers were not aware were handled in accordance with established procedures.

As a result of feedback regarding computer and network performance at a small regional site, protocols for network performance monitoring were established and a process flow developed for improving internal support coordination. This solution was subsequently replicated across other small regional sites to address similar performance issues.

Feedback was also frequently communicated by clients directly through the Business Relationship Managers, particularly regarding payroll issues. Process alignment and payroll standardisation across disparate FACS agencies was successfully negotiated to address the root cause of these issues, which resulted in the subsequent elimination of query resolution delays and duplication of effort.

## Businesslink customer feedback – main issues

Reason	Complaints	%	Compliments	%
Response	54	27.4	48	25.8
Service quality	130	66	45	24.2
Service delivery	13	6.6	93	50
<b>Total</b>	<b>197</b>	<b>100</b>	<b>186</b>	<b>100</b>



## Community Services

During 2011–12, the division's central office registered and processed 622 letters to the Director General, 1278 letters to the Chief Executive and 1723 items of ministerial correspondence, as well as 904 briefings for the Chief Executive, Minister and Director General.

We:

- regularly updated the guidelines for correspondence and briefing support to personnel
- provided support and information for the Director General and the Minister's office to respond to media inquiries
- answered nearly 5700 phone calls, over 1800 various forms of written complaints and over 600 inquiries made to Community Services Enquiry, Feedback and Complaints Unit
- coordinated 250 requests for information from the NSW Ombudsman. Community Services received formal notification of 61 matters, 24 percent which involved the Ombudsman's office dealing directly with our local staff to make initial inquiries about complaints it may have received.

The Complaints Unit, which commenced operating in May 2011, was renamed the Enquiry, Feedback and Complaints Unit during 2012 to accurately reflect the work undertaken by the unit and its expanded role. Information on making a complaint can be found at: [www.community.nsw.gov.au/docs\\_menu/about\\_us/contact\\_us/complaints.html](http://www.community.nsw.gov.au/docs_menu/about_us/contact_us/complaints.html)

People wishing to make a complaint can speak to a Complaints Officer via the Complaints Line on 1800 000 164, via mail at Reply Paid 63437, Complaints Unit, Community Services, Locked Bag 4028, Ashfield NSW 2131, via email at [complaints@community.nsw.gov.au](mailto:complaints@community.nsw.gov.au) or online at [pra.community.nsw.gov.au/CSComplaints/](http://pra.community.nsw.gov.au/CSComplaints/).

The Unit provides a centralised intake and referral point for complaints about Community Services from across NSW. It receives complaints by telephone and written correspondence including email, letters and online lodgements from all people wishing to express their concerns regarding the services provided by Community Services. The hours of operation to the public are from 9.00am to 4.30pm, Monday to Friday. Community Services aims to resolve complaints within 20 working days, however, if an issue is complex it may take longer.

The majority of complaints are resolved and managed by complaints officers. However, approximately 40 percent were referred to relevant regional directors/business areas for local resolution.

The centralised Enquiry, Feedback and Complaints Unit has benefited Community Services by creating a second chance to provide service and satisfaction to dissatisfied clients, identifying areas that need improvement, providing opportunities to strengthen public support for the agency, and assisting in planning and allocation of resources.

Indicative data shows that during 2011–12, the Unit received approximately 8095 complaints and just over 600 enquiries.

### Complainants (indicative only)

	%
Parent	47
Relative	25
Foster carer	9
Kinship carer	6
Professional	5
Other	5
Self	4

### Type of complaint (indicative only)

Reason	%
Communication	33
Procedures and processes	32
Staff	16
Failure to respond/provide	13
Community organisations	4
Other	2

### Closure times (indicative only)

Days	%
1 day	4
2–10 days	13
11–20 days	32
21–30 days	26
31–40 days	11
41–50 days	5
>50 days	9

## Housing NSW

The Client Feedback Unit gives clients an opportunity to provide feedback enabling us to improve our service delivery. The unit aims to provide equal access for all clients, accurate information, prompt and efficient service and an avenue for the resolution of clients' concerns.

Clients can contact the unit on 1300 HOUSING (1300 468 746) between 8.30am and 4.30pm Monday to Friday (excluding public holidays) and can also send written feedback by post, fax or email via our website at [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

### Housing NSW – customer feedback statistic

Category	2010–11		2011–12	
	No	%	No	%
Housing NSW complaints	6440	69.00	4398	82.44
Housing NSW compliments	385	4.13	445	8.34
Contractor feedback	94	1.01	24	0.45
General inquiries	2346	25.39	428	8.17
Suggestions	44	0.47	32	0.60
<b>Total</b>	<b>9309</b>	<b>100.00</b>	<b>5327</b>	<b>100.00</b>

The number of general inquiries is lower than last year due to a change in our internal processes. Only actual feedback is now logged rather than all general queries.

### The Housing Appeals Committee (HAC)

The HAC is the independent appeals body for social housing clients in NSW. Clients can access the HAC appeals process once an internal appeal has been completed by their housing provider. Independent committee members appointed by the Minister and Cabinet preside over the appeals process. The committee consists of 15 members, three of whom are Aboriginal.

In 2011–12, 484 clients requested a HAC appeal, with 434 matters heard. Fifty cases did not proceed to a hearing as some clients had concerns that were outside the HAC's responsibility or they had not yet lodged an internal appeal.

Of the 434 appeals heard, 403 were lodged by Housing NSW clients and 31 from community housing clients. The HAC responds to every application received and, if a matter cannot be heard, clients are referred to another appropriate service or to their housing provider. ●

## 4 | Disability Action Plans

Under the NSW *Disability Services Act 1993*, all NSW Government departments are required to develop Disability Action Plans (DAPs). DAPs work towards better services that promote fairness and opportunity for all citizens and also contribute to NSW implementation of the *National Disability Strategy*. As of 2011, all NSW government departments have a DAP.

### Aboriginal Housing Office

The AHO's DAP outlines the agency's commitment to meeting the housing needs of Aboriginal people with disabilities, as well as providing employment opportunities to people with disabilities through various programs including the Build and Grow Aboriginal Community Housing Strategy and the Remote Ingenious Housing National Partnership.

Our DAP:

- ensures that Aboriginal and Torres Strait Islander people (hereafter referred to as Aboriginal) with disabilities have full access to all our services
- ensures that people with disabilities have the same opportunities to apply their skills and abilities within the AHO as every other person
- provides appropriate adjustments for staff with disabilities.

The AHO works with the Aboriginal community housing sector to ensure processes are in place to address the needs of Aboriginal people with disabilities as tenants, employees or both through the Build and Grow Aboriginal Community Housing Strategy as well as the service level agreement we have in place with Housing NSW.

The needs of disabled people are one of the criteria taken into account in the development of both the AHO's capital and maintenance programs. People with disabilities may require special facilities or modified equipment to assist them to access employment within the AHO, and to access services delivered by the AHO. Such facilities may include handrails, ramps, elevators, modified toilet facilities or technical equipment.

The AHO DAP focuses on seven priorities, in accordance with the *Guidelines for disability action planning by NSW Government agencies*:

- identify and remove barriers to services for people with disabilities
- provide information in a range of accessible formats for people with disabilities
- improve physical accessibility of buildings and facilities for people with disabilities
- assist the participation of people with disabilities in public consultations and on AHO advisory boards and committees
- increase employment participation of people with disabilities in the AHO.
- influence other agencies to improve community participation and quality of life for people with a disability in social housing
- provide quality specialist and adapted services to meet the needs of people with disabilities.

### ADHC

ADHC is developing a standardised induction framework which will ensure commencing staff receive a consistent message about staff responsibilities and rights in relation to access, equity and diversity.

Our 2010-2013 DAP:

- identifies activities and outcomes for the Agency to ensure that, as far as possible, people with a disability are able to access services and facilities on an equitable basis, without facing discrimination or barriers
- involves new and existing strategies across ADHC and aims to link with business planning and complement key initiatives such as *Better Together* and *Stronger Together* programs
- is informed by consultations conducted for *Stronger Together* planning involving people with a disability, their families, service providers, advocates, academics, peak bodies and the community

Working with people with disabilities is a core component of new training programs for frontline and other key staff.

The ADHC Disability Employees Network has engaged employees with disabilities to:

- identify systemic issues faced by them
- provide input and feedback on relevant policies and procedures such as the Evacuation Policy
- promote career development opportunities for employees with disabilities.

Through programs such as *Ready, Willing and Able* and *Employability*, ADHC aims to increase employment opportunities for people with disabilities.

ADHC partnered with Vision Australia to host vision impaired students undertaking a Certificate III in Customer Service during their student placement.

ADHC has also commenced participated in the *Australian Network on Disabilities Stepping Into* program, which provides internship opportunities for university students with a disability for two month periods to allow them to gain workplace experience. Participation in the program is to be expanded in 2012–13.

ADHC has published *People with disabilities in the workplace: A guide for managers and employees*. The guide seeks to increase disability confidence among ADHC employees and to promote understanding by managers and staff of the barriers faced by employees with a disability.

ADHC has developed a range of information resources for employees with a disability and their managers, including fact sheets on the resources available for equipment and modifications in the workplace.

ADHC's Asset Strategy ensures that ADHC buildings and facilities are physically accessible to people with disabilities as such access is fundamental to supporting the delivery of ADHC services.

## Businesslink

NSW Businesslink's DAP for 2010–13 was developed in line with the FACS Disability Action Plan 2010–13 and the *Guidelines for disability action planning by NSW Government agencies* developed by ADHC.

NSW Businesslink has been assessed as falling within the Level 1 tier of service delivery that requires planning to eliminate, as far as possible, discrimination in universal mainstream services, programs and facilities and public sector employment for people with disabilities.

From March 2011, the NSW Businesslink DAP was expanded to include the NSW Government's Employability Strategy. This strategy aims to increase the employment opportunities for people with disabilities in the NSW

public sector (2010–2013). Key outcomes focus on the recruitment, retention and career development of people with disabilities.

Outcomes from this plan and disability initiatives include:

- reaching the EmployABILITY target for the sector (representation level of 1.5 percent by 2013). NSW Businesslink achieved a representation level of 6.5 percent by June 2011 (source: *Workforce Profile 2010-11*)
- employing a person with a disability under the government's *Ready Willing and Able* program
- identifying and removing barriers to services for people with disabilities
- instituting an identified process for considering reasonable adjustment for applicant for people with disabilities
- creating six disability car park spaces at Liverpool
- organising wheelchair friendly entry, exit and access within the building
- introducing security swipe card points accessible for wheelchair bound staff and visitors
- buying work stations designed to facilitate height adjustment
- ensuring toilets with disability access have medical waste disposal bins, and that some have electric opening doors
- setting up two evacuation chairs within the Liverpool building
- developing an evacuation plan and training which considers people with disabilities or those who are less mobile
- providing hearing impaired staff with a person to translate using sign language during large meetings and conferences
- considering disability access in the location and design of regional offices in Queanbeyan, Orange, Newcastle, Lismore and Parramatta.

NSW Businesslink aims to build on these achievements and further enable people with disabilities to access services and employment.

## Community Services

Community Services is committed to identifying and responding appropriately to the needs of children and young people with disability and supporting families. Our overall priority is that children, families and communities are safe, healthy and resilient.

Our DAP 2010–14 outlines our commitment to ensuring that our services are accessible, appropriate and responsive to the needs of people with disability, and our strategies to achieve this commitment. Our DAP focuses on five priority areas:

- identifying and removing barriers to services for people with disability
- providing information in a range of formats that are accessible to people with disability
- making government buildings and facilities physically accessible to people with disability
- assisting people with disability to participate in public consultations and to apply for and participate in government advisory boards and committees
- increasing employment participation of people with disability in the NSW public sector.

Equal access to our services and information is promoted by:

- ensuring mechanisms for making complaints or lodging grievances are accessible in a range of formats and that appropriate support is made available to complainants
- ensuring our websites continue to comply with the W3Cs Web Content Accessibility Guidelines
- ensuring information about us is available through other government and non government agencies
- using accredited interpreters to communicate with people with disability who speak a language other than English
- ensuring our property portfolio complies with relevant disability legislation and building codes
- providing reception counters that enable disability access
- providing information about public forums and membership of Community Services committees available in audio and Braille formats
- holding public forums and committee meetings in locations with disability access
- referring health declarations provided during the recruitment process to human resources and work health and safety staff for advice on reasonable adjustments that may be required.

Community Services continues to work with a range of government and non government agencies to ensure equal access to our services and the availability of information to meet the needs of people with disabilities.

## Housing NSW

Housing NSW's DAP 2009–13 guides our response to the needs of people with disability and focuses on seven priority areas:

- ensuring that people with disability are able to access housing services and products
- providing information in a range of accessible formats for people with disability
- improving physical accessibility of buildings and facilities for people with disability
- assisting participation of people with disability in public consultations and on Housing NSW advisory boards and committees
- increasing employment opportunities in Housing NSW for people with disability
- encouraging other agencies to improve community participation and quality of life for people with disability in social housing
- providing quality specialist and adapted services to meet the needs of people with disability.

We also work with the community housing sector to ensure that community housing providers continue to give housing assistance to those most in need, including people with disabilities.

Equal access to public housing services and information are promoted by:

- ensuring that the Housing NSW website – [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au) – is accessible for people with disability and is in line with NSW Government standards
- providing two free services for clients with hearing difficulties – access to sign language (AUSLAN) interpreters and the Telephone National Relay Service for the hearing and speech impaired
- offering an audio version of the tenant newsletter for clients with visual impairment.

We are working towards achieving a target of 12 percent employment of people with disability. We provide training courses for managers of staff with disability and are a member of the Australian Employers' Network on Disability. ●

## 5 | Environmental sustainability

### Aboriginal Housing Office

The AHO believes in providing safe, comfortable, environmentally efficient and culturally appropriate buildings for Aboriginal people. As part of AHO's home purchasing program, properties are retrofitted with water limiting devices and low energy globes. The AHO also use low maintenance building products in construction that also assist with natural heating and cooling.

One example of AHO's commitment to environmental efficiency is the Wilcannia Safe House project, which was designed with the harsh environment in mind and includes a 6 star thermal efficiency rating.

The AHO continues to promote the waste reduction ideology that has been in place for a number of years, through the reuse and recycling of resources. The AHO employs office resource vendors that use recycled content in their merchandise (paper, cardboard and toner cartridges). Most photocopy paper purchased by the AHO has at least 10 percent recycled content. The AHO buys copy paper with 50 percent recycled content and, where appropriate, paper with 90 percent recycled content.

The AHO supplies all staff with paper recycling bins at their workstation so waste paper can be separated from general refuse for recycling. AHO continues to reinforce the presence of the commingle bins provided so staff can make a conscious effort to separate waste. The recycling content generated from the commingle bins is steadily increasing. The AHO also uses local community organisations for reuse and recycling of office resources, particularly in regional areas.

The AHO continues to demonstrate its commitment to lowering its carbon emission by including two hybrid vehicles in its fleet of 13 pool vehicles and maintaining a greenscore above the government's target of 13.5.

The AHO continues to report on electricity consumption and remains within the government's Energy Management Guidelines for decreasing its carbon footprint.

### Ageing, Disability and Home Care

ADHC is committed to applying environmentally sustainable practices throughout the agency and continues to look at ways to reduce waste and increase recycling in each division. Our work in this area is influenced by the NSW Waste Reduction and Purchasing Policy (WRAPP) which requires government departments to implement WRAPP plans.

ADHC continues to expand its use of technology and electronic procurement systems such as eTendering and smartbuy to reduce its dependency on paper based processes. Further use of technology will be promoted in 2012–13 through the new NSW Buy eCatalogue, ePurchasing and eInvoicing and the implementation of a contract lifecycle management system. ADHC also promotes the use of the Minimum Energy Performance Standards rating system when purchasing appliances and white goods for its operations.

All copy paper purchased by ADHC now includes recycled content; this exceeds the 85 percent government target required by 2014. Further, a variety of publications and newsletters have been converted to electronic communication, reducing the generation of waste. Where printing remains necessary, branding and publishing guidelines require corporate paper stock which is environmentally accredited.

Our fleet continues to exceed government targets in terms of the number of hybrid vehicles. Further sustainable outcomes are promoted through the use of ethanol blended fuel (E10). E10 is used where practicable, available and cost effective, with over 63 percent of fuel purchases now E10 as of June 2012.

ADHC is an active participant in the Office of Environment and Heritage *Government Building Retrofit* program. It is expected that this program will not only deliver cost savings but also reduce the consumption of both electricity and water in eligible properties located in the Lower Hunter and Illawarra local government areas.

Accommodation Design Guidelines require a minimum 4 star green rating on the buildings procured under the capital program. This means new construction projects for residential accommodation include sustainable housing features: insulation, solar orientation, external shading, efficient lighting, use of natural light and ventilation, and alternative energy systems such as solar power.

## Businesslink

NSW Businesslink is committed to improving its environmental performance with continuing initiatives under our WRAPP. During the year, NSW Businesslink reviewed its office paper source when it was found that the 50 percent recycled content paper was causing printers to jam. Following tests, an alternative carbon neutral paper was selected which, while without recycled content, is still environmentally friendly.

For outsourced printing, NSW Businesslink's chosen suppliers continue to use 50 percent recycled paper for all bulk corporate printing and stationery printed on behalf of the client agencies. NSW Businesslink recycles cardboard and paper products, as well as all print toner cartridges.

During 2011–12, NSW Businesslink sent 340 toner cartridges for recycling, and recycled 8.23 tonnes of paper products and 9.12 tonnes of cardboard, resulting in a 56 cubic metre reduction in landfill.

The table on the right compares the amount of paper and cardboard recycling this year to previous years.

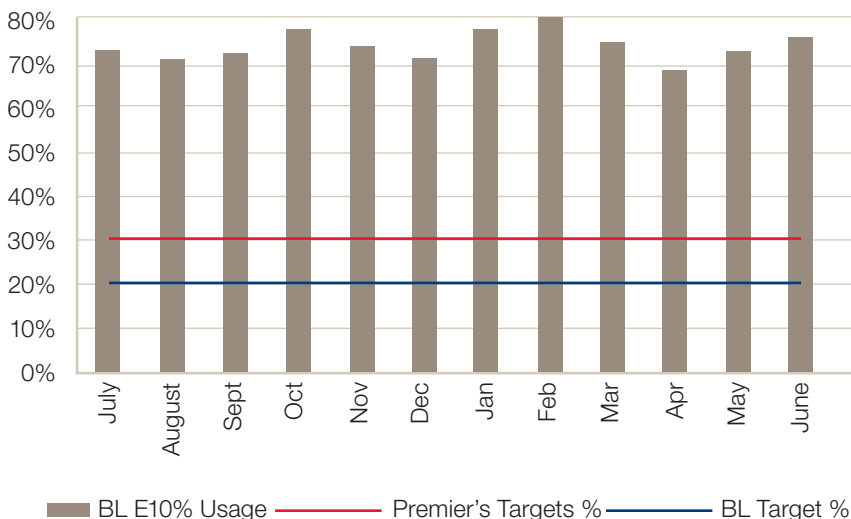
	2009–10	2010–11	2011–12
Recycling: paper	15.78	9.27	8.23
Recycling: cardboard	3.79	5.40	9.12
Total tonnes	19.57	14.67	17.35
Cubic metre reduction in landfill	63	47	56

The use of ethanol blended fuel (E10) in the NSW Businesslink fleet has continued to exceed both the 20 percent target set by the Premier's guidelines and NSW Businesslink's own 30 percent target for 2011–12. On average, the E10 monthly usage was 73.4 percent for the year. This represents a notable increase in ethanol blended fuel over the previous year's achievement (62.4 percent).

Careful selection of vehicles has resulted in a further improvement in the overall Green Fleet Score for the fleet from 12.5 to 13.6, exceeding the Premier's Guidelines benchmark of 13.5 for the first time. NSW Businesslink has achieved this result without compromising vehicle safety levels or fitness for purpose. Moreover, by better managing fleet utilisation, NSW Businesslink was able to reduce new vehicle replacement by 50 vehicles, or over 4.5 percent of the 1100 vehicles disposed of during the year.

The figure below shows the E10 fuel consumption for 2011–12 against Premier and NSW Businesslink targets. It confirms NSW Businesslink's committed approach to achieving positive environmental outcomes.

### E10 Ethanol – Percentage Utilisation vs Target



## Community Services

Community Services' Sustainability Strategic Plan 2011–13 outlines action strategies we will implement to enable us to minimise energy use, improve sustainable procurement, reduce waste and implement recycling initiatives. Our plan focuses on seven action strategies:

- use energy sources more efficiently and effectively
- use potable water more efficiently and effectively
- lease sustainable buildings and become more sustainable tenants
- reduce transport related impacts on the environment
- reduce waste generation and increase the amount of recycled materials
- transition to more sustainable procurement and purchasing practices
- engage staff participation in sustainable project initiatives.

Community Services is taking action to achieve the targets set out in its Sustainability Strategic Plan, including:

- identifying ways to reduce electricity and water consumption with a focus on its larger offices
- reviewing energy and water data with suppliers to identify efficiencies
- purchasing six percent green power
- monitoring printer allocations to achieve a target of 1:8
- completing NABERS ratings at all offices by 2013
- achieving a 4.5 staff energy and water rating on new and refurbished offices within 18 months of occupation
- ensuring the ongoing inclusion of sustainable furniture and fittings in new and refurbished offices, including sensor lighting, use of blinds and energy efficient lighting and air conditioning systems
- achieving a reduction in staff related travel by encouraging the use of videoconferencing
- developing consistent signage for internal waste and recycling systems to promote staff awareness
- implementing systems and processes for the disposal of mobile phones and electronic media
- implementing a procurement savings plan
- reviewing the purchase of copy paper and implementing strategies to reduce expenditure and consumption by 30 percent over three years
- improving internal processes to reduce barriers and promote sustainable work practices.

Community Services continues to provide input to the *NSW State of the Environment* report by WRAPP progress reports. We will continue to work with other FACS agencies to ensure sustainability planning commitments are achieved.

## Housing NSW

Housing NSW is committed to implementing WRAPP initiatives that reduce waste generation, increase resource recovery and use materials with recycled content.

A comprehensive waste audit of the Ashfield head office in 2011 identified that 44 percent of waste generated is being recovered, with the average total waste and recycling generated per employee per day being 0.282kg.

Housing NSW continues to purchase office paper with a minimum 50 percent recycled content. Office paper consumption has also reduced through the implementation of electronic document management systems.

Housing NSW continues to drive sustainability initiatives across the organisation through our Environmental Sustainability Strategy, which outlines specific waste management actions including:

- setting a target of 63 percent resource recovery of waste generated by 2014
- partnering with local councils and social housing residents to improve resource recovery and prevent illegal dumping through improved waste and recycling facilities and education
- incorporating environmental sustainability principles and requirements into the procurement of services, new purchases and the disposal of physical assets. ●



# 6 | Equal employment opportunity

FACS collects Equal Employment Opportunity (EEO) data regularly for the NSW Department of Premier and Cabinet as part of the NSW public sector workforce profile. This measures performance in meeting NSW Government benchmarks for employing staff from EEO minority groups and informs planning and development of EEO initiatives.

## Parliamentary Annual Report Tables

### 5a. Trends in the representation of EEO groups

EEO group	Benchmark/target %	2010 %	2011 %	2012 %
Women	50	76.2	76.4	77.3
Aboriginal people and Torres Strait Islanders	2.6	8.0	9.1	9.1
People whose first language spoken as a child was not English	19.0	18.0	18.1	19.0
People with disabilities	N/A	5.9	5.5	5.4
People with disabilities requiring work-related adjustment	1.5	1.9	1.6	1.7

### 5b. Trends in the distribution of EEO groups

EEO group	Benchmark/target	2010	2011	2012
Women	100	86	87	91
Aboriginal people and Torres Strait Islanders	100	108	104	107
People whose first language spoken as a child was not English	100	100	100	97
People with disabilities	100	102	106	110
People with disabilities requiring work-related adjustment	100	105	110	114

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels.

## Aboriginal Housing Office

The AHO has an ongoing commitment to employing Aboriginal people in the agency and employing Aboriginal builders for housing construction, refurbishment and maintenance.

The AHO employed 89 people as at 30 June 2012. A total of 64 percent of staff were female and 36 percent male.

There were 43 employees who identified as Aboriginal and/or Torres Strait Islander and/or occupied identified positions.

Nine employees identified as belonging to a racial, ethnic or ethno-religious minority group.

AHO continued to foster Aboriginal employment through its building programs in 2011–12 by:

- engaging Aboriginal builders to construct a duplex in Dubbo and a house in St Marys
- engaging Aboriginal builders to refurbish nine houses purchased under the AHO's capital works program
- achieving a 36 percent success rate in Aboriginal employment in all construction and maintenance works under the National Partnership Agreement on Remote Indigenous Housing (NPARIH) maintaining a region-by-region Aboriginal Builders Directory on the AHO website [www.aho.nsw.gov.au](http://www.aho.nsw.gov.au) to encourage the use of these organisations.

The following strategies have been identified as priorities for 2012–13:

- increasing support and creating opportunities for new and existing AHO Aboriginal staff to develop their career potential
- fostering a healthy and safe working environment for all AHO staff based on awareness of Aboriginal culture, respect in the workplace and adherence to professional standards
- achieving a minimum 20 percent Aboriginal employment rate in all construction and maintenance works under the NPARIH Agreement
- encouraging Aboriginal building companies to tender for more construction and capital works projects in both Aboriginal and mainstream programs
- incorporating Aboriginal employment clauses as a standard feature in all contracts to specify that tenderers must achieve a representative level of Aboriginal trades in all contracts
- encouraging other government agencies to actively pursue opportunities to transition local Aboriginal employees, who have worked and/or trained on capital works projects, into other employment opportunities

- developing the professional practice and the governance capabilities of members of the Aboriginal Housing Board and Regional Aboriginal Housing Committees.

## Ageing, Disability and Home Care

ADHC employed 13,847 people as at 30 June 2012.

Aboriginal staff initiatives included:

- under the Aboriginal traineeship program, there was recruitment of 23 Aboriginal people as trainee assistants in nursing and 26 as trainee disability support workers. These programs combine employment and formal study in Certificate IV in Disability or Certificate III in Aged Care with support from an Aboriginal cultural mentor
- recruitment of seven new indigenous cadets undertaking study in social work or allied health at a tertiary level.

Disability staff initiatives included:

- empowering, encouraging and promoting opportunities for employees with a disability through the Disability Employee Network. The network also provides a forum for employees with a disability to collectively act as a key stakeholder on issues relating to disability in the workplace. It provides staff with new communication channels, peer group support and an increased understanding of issues faced by people with disabilities in the workplace
- developing additional resources to support employees with a disability and their managers, including the *People with disabilities in the workplace guide*, to help address the institutional barriers to the full participation of these staff
- participating in the *Australian Network on Disability's Stepping Into Internship* program to provide employment opportunities for graduates with a disability.

Strategies to support women include:

- engaging a provider to facilitate specific development opportunities for women, ie *Women Achieving Powerfully* and *Women in the Workplace*.
- sponsoring participation in the *Drive your Career* program for high performing women at grades 5/6 to 7/8.

The following strategies have been identified as priorities for ADHC in 2012–13:

- extending the Disability Employee Network across FACS
- improving the governance and processes that support reasonable adjustments for employees with a disability.

## Community Services

Aboriginal staff initiatives in 2011–12 included the development and implementation from 1 July 2011 of the Aboriginal Employment and Development Strategy. The Aboriginal Employment and Development team has been instrumental in the implementation of 90 percent of the actions from the first year of the strategy and 20 percent from the second year.

In 2011–12, Aboriginal employees represented 9.4 percent of staff compared with 9.1 percent in 2010–11.

Through the strategy, Community Services is developing a workforce with the competence, cultural intelligence and commitment to make a real contribution to Aboriginal people's life. Aboriginal clients receive culturally responsive and respectful services delivered by all staff. This has been achieved mainly through the Aboriginal Cultural Capability Strategy.

This strategy was rolled out through *Local Aboriginal Action Plans* (LAAPs) and completed in 2011. Over an 18 month period beginning in 2010, all 81 Community Services Centres developed and implemented, or are in the process of implementing, their LAAP. Our Learning and Development Branch and the Child Protection Helpline have also implemented LAAPs.

LAAP builds the capability of all our staff to form meaningful partnerships with Aboriginal services and communities, engage in appropriate consultation and provide holistic culturally responsive services to Aboriginal families, children and communities. Each plan sets out meaningful, practical actions that will improve and maintain strong links with the local Aboriginal community and embed good practice in all aspects of engaging with Aboriginal clients.

The key achievements from the rollout were:

- the LAAP strategy was delivered to all seven of our regions
- 225 LAAP workshops were coordinated by LAAP champions and Aboriginal co-facilitators at the local level
- senior management at the local level took a lead role in coordinating the workshops and developing and implementing their LAAP
- Community Service Centre teams collaborated with local Aboriginal communities to identify local issues and challenges that impact on Aboriginal families.

The Aboriginal Employment and Development Strategy's actions have increased the skills of Aboriginal staff across Community Services occupations and have provided a path for Aboriginal staff to progress to higher graded positions through programs such as *Aboriginal Mentor to Management*, targeted secondments in specialist programs, and support to undertake tertiary qualifications.

Under the strategy, three Aboriginal psychology cadets and four Aboriginal administration trainees have been employed. This has increased the entry points for Aboriginal people to gain meaningful employment within Community Services. The strategy aligns with the FACS Aboriginal Employment Framework.

Aboriginal employment priorities for 2012–13 include:

- continuing to develop and implement the Aboriginal Employment and Development Strategy to ensure that Aboriginal children, families and communities are better supported to be safe, healthier and more resilient
- reviewing the Aboriginal Cultural Capability Strategy to ensure that it is building the capability of all staff to form meaningful partnerships with Aboriginal services and communities and provides a sound, supportive basis for implementing important Aboriginal initiatives such as Aboriginal Cultural Support, Permanency Planning, Placement Principles and the action plan from the *Deaths of Aboriginal Children and Young People 2005–2007* report
- providing ongoing support to Aboriginal staff in managing their work and community responsibilities
- continuing to provide career pathways and professional development for new and existing Aboriginal staff
- strengthening relationships with other FACS and non government agencies through information, employment and development programs which increase knowledge and experience across the sector.

Multicultural staff initiatives in 2011–12 included:

- implementing the *Multicultural Caseworker* program, which recruits caseworkers with language and cultural skills to work with culturally and linguistically diverse families. We have 62 identified multicultural positions
- increasing the number of staff who use language skills under the Community Language Allowance Scheme from 175 last year to 202 this year
- establishing the *Dignity and Respect* policy and procedure to maintain a respectful workplace free of bullying, discrimination or harassment. Includes clear processes to address any discrimination or harassment related to cultural background, race or religion.

Multicultural strategies for 2012–13 include:

- reviewing the *Multicultural Caseworker* program to maximise operational efficiency and client outcomes, and to ensure that the target communities and locations of identified position best match client language and cultural needs
- completing the annual nomination and accreditation process for the Community Language Allowance Scheme to recognise staff language skills which best match client language needs, and to maintain a contact register for these staff
- continuing and monitoring operation of the *Dignity and Respect* policy and procedure to maintain a respectful workplace free of bullying, discrimination and harassment.

## Housing NSW

Aboriginal staff initiatives included:

- the Aboriginal Policy Reference Group, which provides advice in developing internal workforce strategies and promoting service delivery improvements for Aboriginal and Torres Strait Islander clients
- implementation of the Aboriginal Employment Strategy 2010–2013, which includes initiatives supporting and improving the employment and career aspirations of Indigenous staff
- use of the *Schools-Based Traineeship* program and the *Elsa Dixon Aboriginal Employment* program to attract, develop and retain Aboriginal staff. There are currently 10 active student placements across Housing NSW, seven of which began in early 2012
- participation in Healthy Boundaries Training, which provides support for Aboriginal staff who live and work in their community to maintain healthy lifestyles and to promote work life balance
- a two day *Aboriginal Cultural Education* program for client service staff designed to raise awareness of Aboriginal culture
- the design and implementation of a half-day training package to develop the capabilities of non Aboriginal staff in engaging effectively with Aboriginal and Torres Strait Islander clients
- the hosting of the two day Housing NSW Aboriginal and Torres Strait Islander Gathering in October 2011, providing Aboriginal staff an opportunity to give feedback on current initiatives to an executive panel.

Multicultural staff initiatives included:

- including a diversity module in the Housing NSW *Managers' Induction* program
- continuing to provide cultural awareness training as part of our employee induction program and within our EEO e-learning training for existing staff
- continuing to promote diversity awareness including the development of inclusive language guidelines through the Diversity and Equity Council made up of senior leaders and representatives from all equity groups.

Strategies to support and provide employment opportunities for people with disability included:

- employing a permanent staff member with a disability and establishing a new procurement contract with a disability employer under the NSW Government's *Ready, Willing and Able* program
- providing rewarding opportunities for people with disability through various initiatives.

Strategies to support women included:

- offering a variety of development opportunities to all staff ranging from Certificate IV qualifications in project management to advanced diplomas such as the Advanced Diploma of Management (Women in Leadership). Housing NSW offers a range of accredited programs each year, with women on average representing 55 percent of enrolments in each
- providing full time, part time and job share opportunities as well as flexible working arrangements. A variety of leave is also available including purchased leave, career breaks and maternity leave. A total of 5.6 percent of women in Housing NSW work part time employing women in 50 percent of senior roles.

Strategies for 2012–13 include:

- reviewing the Housing NSW EEO Management Plan
- continuing to implement the initiatives under the Aboriginal Employment Strategy 2010–2013 as well as reviewing the *Aboriginal and Torres Strait Islander Mentoring Program*
- promoting and using specialised recruitment services to attract and support the employment of Aboriginal people and people with disabilities
- launching and promoting the inclusive language guidelines and e-learning package
- implementing new disability awareness e-learning training for all staff. ●

# 7 | Executive Officers' performance

## Senior executive performance

For executive officers SES level 5 or above, the following performance for 2011–12 is recorded. Unless otherwise stated, occupants were in the position for the full reporting year.

### Jim Moore

Director General  
Family and Community Services,  
SES 8

BA(Hons)Com, GradDip(Acc)

**Remuneration package:** \$422,801

**Period in position:** 21 December 2011 to 30 June 2012

Chief Executive, Ageing, Disability and Home Care

**Period in position:** 1 July 2011 to 30 June 2012

The Minister for Family and Community Services and Minister for Ageing and Disability Services have expressed satisfaction with Mr Moore's performance for the period of appointment with regard to:

- delivering significant changes to the Out-of-Home Care service system to improve the lives of vulnerable children, including agreement with non government organisations for new sustainable service delivery arrangements
- forging genuine partnerships with non government partners and delivering red tape reductions to improve services across the Family and Community Services Cluster
- delivering a NSW whole of government Ageing Strategy
- providing strategic leadership and developing a positive reform agenda for Family and Community Services to ensure the best outcomes for seniors, families, people with disability, women, children and young people and people requiring housing assistance.
- reforming and improving homelessness services
- boosting affordable housing supply in NSW
- providing strategic leadership in driving negotiations related to the National Disability Insurance Scheme
- overseeing the planning and rollout of funding and services under the first year of *Stronger Together 2*
- expanding person centred approaches and individualised funding models to give people

with disabilities and their families and carers more control over the services that they receive

- providing leadership and oversight of the planning and transition of Home and Community Care services for people who are 65 and over (50 and over for Aboriginal people) from NSW to the Commonwealth
- providing leadership in the national arena as Chair of the Disability Policy and Research Working Group, a national group of disability officials progressing reforms under the National Disability Agreement and advising Ministers on disability issues of national interest
- proposing more rigorous standards for evaluation
- dedication to financial sustainability and working within budget while being accountable to clients and ensuring frontline services are not diminished.

### Maree Walk

Chief Executive  
Community Services  
SES 7

BSocWk

**Remuneration package:** \$320,651

**Period in position:** 9 January 2012 to 30 June 2012

The Director General has expressed satisfaction with Ms Walk's performance for the period of appointment with regard to:

- progress on the transition of Out-of-Home Care to the non government sector
- progress on practice reforms to improve the child protection system response including commencement of *Practice First*
- development of a Community Services Plan focusing on strengthening case work practice and local decision making
- implementation of the Teenage Education Payment and commencement of review of policy and support for vulnerable teens
- successful transition of *Keep Them Safe* Implementation Unit functions from DPC
- leading new strategies to engage non government stakeholders in Community Services work, particularly in early intervention and carers.

## Mike Allen

Chief Executive  
Housing NSW  
SES 7

GradDipUEM

**Remuneration package:** \$402,150

**Period in position:** 1 July 2011 to 30 June 2012

Acting Chief Executive, Aboriginal Housing Office

**Period in position:** 1 July 2011 to 30 June 2012

The Director General has expressed satisfaction with Mr Allen's performance for the period of appointment with regard to:

- reforming and improving homelessness services
- developing the NSW Social and Affordable Housing Strategy
- boosting affordable housing supply in NSW
- improving partnerships with non government organisations
- assisting the transfer of assets to the Land and Housing Corporation
- ensuring Aboriginal people in NSW have access to affordable, appropriate housing and creating a viable and sustainable Aboriginal community housing sector
- leading the development of a regionalisation strategy for FACS.

## Maura Boland

Acting Deputy Director General  
Strategy & Policy  
SES 5

BSc(Hons), GradDip(CommM), MAppSC, ANZOG EFP

**Remuneration package:** \$285,000

**Period in position:** 24 November 2011 – 30 June 2012

The Director General has expressed satisfaction with Ms Boland's performance for the period of appointment with regard to:

- leading delivery of a whole of government Ageing Strategy and associated new initiatives to assist people to plan for their own ageing and support older people
- leading a reinvigoration of women's policy, including the delivery of the first *Women in NSW* annual report, establishing and reshaping women's advisory councils to advise more effectively on economic and violence against women issues, and leading the whole of government response to domestic violence
- leading the NSW contribution to the development of the National Disability Insurance Scheme, including driving national work to establish key elements

- positioning NSW in Commonwealth/State relations and establishing strong, collaborative working relationships with officials in other jurisdictions
- leading the development of FACS strategic directions
- leading the revision of the policy reform priorities within the National Disability Agreement on behalf of NSW
- delivering a young carers eLearning tool and resources to support public sector compliance with the *NSW Carers (Recognition) Act 2010*
- establishing a Strategic Policy and Cabinet Coordination directorate and associated changed practices to improve the Department's focus on rigorous evidence based policy analysis and development in relation to cross cutting or intractable social policy issues impacting the lives of vulnerable individuals and families in NSW. This includes establishing a Cabinet Coordination unit to provide high quality advice and support to Ministers to assist them to fulfil their roles in Cabinet
- overseeing the reestablishment of the Office for Ageing in Sydney and transferring NSW Seniors Card and Office for Carers into the Division
- overseeing a repositioning of governance and assurance activities across the department, consolidating them in a single unit, as well as supporting the establishment of a FACS Audit and Risk Committee (ARC) and sub-committee to support the work of the ARC.

## Alastair Hunter

Acting Deputy Director-General  
Corporate Services  
SES 6

BEcon, CPA

**Remuneration package:** \$320,650

**Period in position:** 1 July 2011 to 30 June 2012

The Director General has expressed satisfaction with Mr Hunter's performance for the period of appointment with regard to:

- implementing business planning and budgeting arrangements which enable whole of department planning and budgeting
- leading the implementation of the FACS *Corporate and Shared Services Reform Program*, to implement integrated, more efficient and more effective corporate and shared services within FACS
- taking a lead role in managing the Department's relationships with NSW Treasury, the Department of Premier and Cabinet, the Department of Finance and Services and Businesslink.

## Ethel McAlpine

Deputy Director General  
Accommodation and Direct Services  
SES 5

**Remuneration package:** \$285,300

**Period in position:** 1 July 2011 to 30 June 2012

The Director General has expressed satisfaction with Ms McAlpine's performance for the period of appointment with regard to:

- ensuring increased access to mainstream services for people with disability
- increasing support for children and younger people with disability, their families and carers, including community participation
- leading the redevelopment of large residential centres to support the choices and needs of residents
- overseeing the development and implementation of improvements to sector therapy services and ADHC Community Support Teams
- strengthening cross agency collaboration in the provision of intensive behaviour support services to people with an intellectual disability, their families and their carers.

## Linda Mallett

Deputy Director General  
Service Development and Planning  
SES 5

**Remuneration package:** \$285,300

**Period in position:** 16 January 2012 to 30 June 2012

Divisional Director Policy & Planning, SES 5

**Period in position:** 1 July 2011 to 13 January 2012

The Director General has expressed satisfaction with Ms Mallett's performance for the period of appointment with regard to:

- finalisation of the *Brighter Futures* Aboriginal Families Study in December 2011.
- *Strengthening Families* implementation commenced, providing support for up to 3000 families per year
- the Structured Decision Making Restoration Assessment Tool was trialled and evaluated, with plans in place to integrate into casework practice
- Development of Child assessment Tool - piloted and tested
- supported reform of and enhanced service delivery capacity in specialist homelessness services in the NGO sector
- FACS nominated representative for redesign of the new NSW Working with Children Check

- leading the planning and roll out of increased early childhood intervention services under *Stronger Together 2*
- overseeing the delivery of 210 supported accommodation places throughout NSW
- providing strategic leadership on the implementation of *Stronger Together 2*, in particular the drafting of a policy framework for person centred approaches and coordinating associated consultation processes
- leading strategies and reforms for sector development and productivity, including the implementation of the Industry Development Fund, development of the Sector Planning Framework, and streamlining red tape reduction processes.

## Albert Olley

Chief Executive  
NSW Businesslink Pty Ltd  
SES 5

BBus, GradDip(CorpGov), MAICD, ACIS

**Remuneration package:** \$266,300

**Period in position:** 1 July 2011 to 30 June 2012

The chair, Jan McClelland, NSW Businesslink Board, has indicated her satisfaction with Mr Olley's performance throughout the year. She is satisfied that he has successfully met his objectives and achieved the following outcomes for the period of appointment with regard to:

- delivering the outcomes of the business as contained within the NSW Businesslink Pty Ltd Statement of Business intent, including achievement of budgeted cost saving to clients
- successfully achieving continuity of services while undergoing a whole of organisation restructure and associated change program to implement a commercial outsourcing mode of operation within Businesslink
- leading the implementation of the FACS Corporate and *Shared Services Reform* program to implement integrated, more efficient and more effective corporate and shared services within Businesslink
- being recognised as a thought leader in Shared Services and Business Process Outsourcing through the receipt of an award for best customer oriented business model in the global iCMG Enterprise Architecture Awards
- implementation of a new service provider portal for non government organisations within the NSW disability sector.

## Sonja Stewart

Divisional Director  
Communities and Early Years  
SES 5

**Remuneration Package:** \$285,300

**Period in position:** 1 July 2011 to 27 January 2012

The Director General has expressed satisfaction with Ms Stewart's performance for the period of appointment with regard to:

- successfully finalising the transition of over 420 *Community Services Grants* program services to the *Community Builders* program. Managed the \$41 million *Community Builders* budget, including the inherited budget deficit, to deliver almost 400 ongoing services across NSW
- successfully piloting the first phase of the online data reporting system for *Community Builders*, achieving a response rate of over 80 per cent in the first period and modifying the system to accommodate feedback from consultation
- expanding the *Staying Home Leaving Violence* program to a further three sites.
- coordinating the establishment of nine Child and Family Centres under the Indigenous Early Childhood Development National Partnership
- implementing a new data model for Families NSW
- expanding the development of the ACYFS *Growing Up Strong* series of parenting books for Aboriginal parents with the development of two new books to support Aboriginal families in the south east Sydney region and in Barkindji country (Broken Hill and surrounds).

## Anne Campbell

Deputy Chief Executive  
Policy, Programs & Strategy, Community Services  
SES 5

**Remuneration package:** \$285,300

**Period in position:** 16 January 2012 to 30 June 2012

The Director General has expressed satisfaction with Ms Campbell's performance for the period of appointment with regard to:

- decreasing red tape by streamlining referral and eligibility decisions, enabling earlier access to *Brighter Futures* program for families
- introducing the new *Early Intervention and Placement* program.
- commencing the transfer of Out-Of-Home Care service provisions to non government organisations
- transferring the Homelessness Policy Unit to Housing NSW

- expanding the *Staying Home Leaving Violence* program to a further three sites
- developing a new Teenage Education Payment to assist carers
- leading commencement of joint development phase for social benefit bonds in FACS.

## Helen Freeland

Acting Deputy Chief Executive  
Operations  
SES 6

**Remuneration package:** \$320,650

**Period in position:** 1 July 2011 to 30 June 2012

The Director General has expressed satisfaction with Ms Freeland's performance for the period of appointment with regard to:

- leading Community Services overall service delivery by its seven regions and the Child Protection Helpline
- commencing reforms to child protection practice by trialling *Practice First* a new approach to delivering statutory child protection services
- establishing a new *Intensive Family Based Service* (IFBS) in Wagga Wagga and completing preliminary work for a fourth service in Clarence Valley
- introducing call recording at the Child Protection Helpline
- extending access to electronic reporting (eReporting) to all FACS divisions, all education sectors, Juvenile Justice and Health
- overseeing the transition from the *Brighter Futures* early intervention program to the *Stronger Families* model to divert children from the statutory child protection system
- consolidating and embedding the Structured Decision Making Safety Assessment and Risk Assessment tools and the Triage and Assessment process in all Community Services Centres
- consolidating operational focussed *Keep them Safe* initiatives including the Short Term Court Orders projects, *Intensive Family Support Services*, *Intensive Family Preservation* and *Restoration* projects
- improving supports available to caseworkers including a new on line Casework Practice site
- completing a tender process to select a provider of interpreter services to support funded agencies delivering services to people from CALD backgrounds
- progressing the NSW Government's OOHc care reforms to transfer foster care to the non government sector including establishment of a placement panel in metro west region



- increasing the number of OOHC care adoptions to 65 compared with 46 last year
- recruiting and authorising 377 new carers through the Carerlink system
- improving accountability in service delivery through a quarterly business review process
- reviewing casework capacity to achieve more regular and frequent face to face contact with children and young people
- progressing the *Electronic Records and Document Management* (ERDM) project in line with the Special Commission of Inquiry recommendations to move to electronic record keeping and abolish the use of paper records
- finalising the *Aboriginal Employment and Development Strategy*
- developing the *Aboriginal Consultation Guide*.

## Meg Zvirbulis

Executive Director

Organisation Reform and Business Support

SES 5

**Remuneration package:** \$231,525 (Notional rate as paid by HDA)

**Period in position:** 2 February 2012 to 30 June 2012

The Director General has expressed satisfaction with Ms Zvirbulis' performance for the period of appointment with regard to:

- leading and directing Housing NSW's corporate functions and activities including strategic planning and budget development, financial management and statutory accounting performance reporting, human capital management and employee relations, information communication technology, business initiative implementation through the Program Management Office, legal services and counsel, shared corporate and business services
- anticipating the impact of sector reform on FACS and Housing NSW's business operations and modelling the impacts in terms of organisation design, structure, staffing and change options to assist with business positioning and decision making to deliver the Government's reform agenda and ensuring the long term sustainability and viability of the organisation
- contributing to the development and implementation of the sector *Corporate and Shared Services Reform* strategy ensuring that Housing NSW's interests were reflected in the outcomes and there is a coordinated and smooth transition to the new whole of sector model of service delivery for corporate services
- leading the development of a long term strategy for social housing delivery within NSW to increase the availability of suitable accommodation for disadvantaged population groups.

## Marion Bennett

Acting Executive Director

Housing NSW

SES 5

**Remuneration package:** \$230,831 pa

**Period in position:** 19 December 2011 to 30 June 2012

The Director General has expressed satisfaction with Ms Bennett's performance for the period of appointment with regard to:

- managing whole of government homelessness policy development and program administration including delivery of the National Partnership on Homelessness and strengthening the Premiers Council on Homelessness
- reinvigorating the development of the *Estates Strategy* and associated modeling and policy development work, in effective partnership with the Department of Finance and Services
- developing policy on solutions to increase the supply of affordable housing and related program administration including the *National Rental Affordability Scheme*, *Social Housing Growth Fund*, *Housing Affordability Fund* and *Boarding Houses Financial Assistance* program
- developing a methodology for the allocation of housing assistance resources across different assistance types including homelessness programs, private rental products and social housing capital solutions.

## Paul Vevers

Executive Director

Housing Services

SES 5

**Remuneration package:** \$285,300

**Period in position:** 1 July 2011 to 30 June 2012

The Director General has expressed satisfaction with Mr Vevers' performance for the period of appointment with regard to:

- providing tenancy management services
- improving partnership practice and delivering agreed interagency projects
- delivering key homelessness responses, including *Private Rental Brokerage Services* and temporary accommodation
- facilitating access to support for at risk tenancies
- working in partnership to increase social inclusion through capacity building, tenant employment and cross agency initiatives
- assisting client entry to the private rental market through programs such as *Rent Start* bond loans and other private rental assistance. ●

## 8 | Human Resources

The workforce remained relatively stable across FACS during the 2011-12 financial year.

At 30 June 2012, FACS employed a total of 21,398 staff. There was a 1.8 per cent decrease in total number of employees in comparison to the previous financial year total of 21,791. This was largely attributed to the transfer of Asset employees in Housing NSW to the NSW Department of Finance and Services.

A new FACS organisational structure will be implemented in 2012-13 to enable us to improve the way we deliver services.

### Number of FACS employees by employment category at June 2012

Employment Category	ADHC	AHO	BL	Community Services	HNSW	FACS Central	Women NSW	Total
Permanent	10,517	64	556	3,979	1,541	50	12	16,719
Temporary	987	20	182	494	387	20	4	2,094
Senior Executive	11	1	4	10	7	8	2	43
Casual*	2,320			204				2,524
Other	12			4	2			18
<b>Total</b>	<b>13,847</b>	<b>85</b>	<b>742</b>	<b>4,691</b>	<b>1,937</b>	<b>78</b>	<b>18</b>	<b>21,398</b>

Source: Department of Family and Community Services workforce profile.

## Aboriginal Housing Office

### Number of employees

The total number of staff at the end of June 2012 was 85.

### Exceptional movement in wages, salaries and allowances

There were no exceptional movements in salaries, wages and allowances at the AHO during 2011–12.

### Personnel policies and practices

The AHO participated in standardising and consolidating human resources policies and procedures across the department through departmental working groups and committees.

The Protected Disclosures, Dignity and Respect in the Workplace, and Grievance policies were revised. The AHO also contributed to the development of FACS human resources policies on purchased leave and sick leave.

### Industrial relations policies and practices

There were no industrial relations issues during 2011–12.

## Ageing, Disability and Home Care

### Number of employees

The total number of staff at the end of June 2012 was 13,847.

### Exceptional movement in wages, salaries or allowance

Wages and salaries for ADHC employees generally were increased by 2.5 percent from the first pay period after 1 July 2011, and for care workers in Home Care from 1 September 2011 in line with Government Wages Policy.

### Personnel policies and practice

Key policies and fact sheets were released including Gifts, Benefits & Bequests, FACS Managing Sick Leave, Purchased Leave, and Guidelines for Dignity and Respect Contact Officers. The FACS Policy Consolidation project is underway and key working groups have been established in operational human resources, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning.

### Industrial relations policies and practices

ADHC conducts regular consultation forums with organisations representing staff. Quarterly state-wide Joint Consultative Committee meetings are held with the Public Service Association and the NSW Nurses Association, and ongoing discussions occur with United Voice in relation to care workers.

Specific consultation mechanisms have been established for implementation of major reform projects such as the redevelopment of large residential centres under *Stronger Together 2*.

## Businesslink

### Number of employees

NSW Businesslink employed 742 staff at the end of June 2012. NSW Businesslink also engaged 123 contractors as at 30 June 2012.

### Exceptional movement in wages, salaries and allowances

There were no exceptional movements in salaries, wages and allowances during 2011–12.

Salaries and salary based allowances in the Crown Employees (Public Sector - Salaries 2008) Award were increased by 2.5 percent with effect from 7 July 2011.

### Personnel policies and practices

NSW Businesslink has comprehensive policies consistent with legislation and NSW Government policy which provide a framework for the appropriate management of staff and business risks. NSW Businesslink is also part of a human resource policy working group, which began in December 2010, to consolidate human resource policies across FACS.

### Industrial relations policies and practices

Regular consultation between NSW Businesslink and the Public Service Association (PSA) was maintained during the year. The industrial relations function was actively involved in strategic planning, re-aligning organisational structure, dispute prevention and monitoring industrial relations issues.

## Community Services

### Number of employees

The total number of staff at the end of June 2012 was 4691.

### Exceptional movement in wages, salaries and allowances

Staff employed subject to the conditions of the Crown Employees (Public Sector – Salaries 2008) Award received a 2.5 percent increase from the beginning of the first pay period to commence on or after 1 July 2011.

### Personnel policies and practices

Our Code of Conduct and Ethics sets out the standard of professional and ethical conduct expected of all staff, consistent with NSW public sector principles of conduct. We continue to provide input to the FACS human resources policy group to support the development of whole of FACS policies.

### Industrial relations policies and practices

Community Services conducts regular consultation forums with the PSA and holds quarterly state wide Joint Consultative Committee meetings. Industrial relations policies and practices are updated, as required, to ensure they continue to remain relevant. Industrial relations policy is captured by the whole of FACS human resources policy group.

## Housing NSW

### Number of employees

The total number of staff at the end of June 2012 was 1937.

### Exceptional movement in wages, salaries and allowances

There were no exceptional movements in salaries, wages and allowances during 2011–12.

### Personnel policies and practices

Housing NSW staff contributed to a number of FACS initiatives including the review of all human resources policies and mapping of all human resources processes. A Client Service Officer Assessment tool was developed during 2011–12 to improve recruitment outcomes in 2012–13 and beyond.

### Industrial relations policies and practices

A consultative forum comprising PSA members and delegates met quarterly during 2011–12.

Housing NSW continues to work closely with the PSA to improve people management practices throughout Housing NSW. ●

## 9 | Land disposal

### Aboriginal Housing Office

In 2011–12, the AHO disposed of 15 properties, which included a number of properties that were uneconomical to maintain, repair or redevelop. Properties were also sold under the Community Regeneration Initiative, which aims to reduce the concentration of public housing in estates by integrating private housing.

In 2011–2012, the AHO sold one home to an AHO tenant through the Indigenous Business Australian Home Purchase Scheme. This scheme recognises that many Aboriginal and Torres Strait Islander families have difficulty in obtaining finance from a bank or a building society to buy a home and realise the dream of home ownership. The NSW Government, through the AHO, and the Commonwealth Government, through Indigenous Business Australia (IBA), are working together to help Aboriginal and Torres Strait Islander people buy their own home. This scheme is known as the AHO/IBA Home Purchase Scheme.

The AHO provides up to \$2500 for legal and ancillary costs and pays for the cost of a property valuation, while the IBA provides advice, an assessment of financial circumstances and low interest loans for eligible applicants. The sales program remains primarily responsive and is based on requests from tenants to buy their home. Proceeds from the sale of properties were used to support AHO Asset operations.

There were no sales of \$5 million or more in 2011–12.

Access to documents relating to each disposal may be obtained under the *Government Information (Public Access) Act 2009* (the GIPA Act). Access to documents relating to transfer of property may be obtained under the GIPA Act. For more information, go to [www.aho.nsw.gov.au/gipa](http://www.aho.nsw.gov.au/gipa)

### Ageing, Disability and Home Care

In 2011–12, ADHC disposed of 13 properties. These were assessed and considered unsuitable for ADHC's current or future needs as they were either uneconomical to repair or redevelop or were in unsuitable areas and therefore unable to meet service demands or the needs of ADHC clients.

One hundred percent of the sales proceeds from two properties and 50 percent of the proceeds from the remaining properties were retained by ADHC. The retained funds were used to support ADHC's operations and the remaining funds returned to NSW Treasury.

Access to documents relating to each disposal or transfer may be obtained under the GIPA Act. For more information, go to [www.adhc.nsw.gov.au/contact\\_us/access\\_to\\_government\\_information](http://www.adhc.nsw.gov.au/contact_us/access_to_government_information).

### Housing NSW

Nil land disposals occurred during 2011–12. Land disposals are now handled by the Land and Housing Corporation. ●

# 10 | Legislation and legal changes

## Aboriginal Housing Office

### Principal Acts administered as at 30 June 2012

- *Aboriginal Housing Act 1998* (jointly with the Minister for Finance and Services)

### Amendments to legislation and regulations

*Allocation of the Administration of Acts 2011 (No 3 – Amendment)*

Date of gazettal: 2 June 2011

Allocated responsibility for the administration of the *Aboriginal Housing Act 1998* jointly with the Minister for Finance and Services.

### Significant judicial decisions

There were no significant judicial decisions.

## Ageing, Disability and Home Care

### Principal Acts administered as at 30 June 2012

- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993* (jointly with Community Services)
- *Community Welfare Act 1987* (jointly with Community Services)
- *Disability Services Act 1993*
- *Home Care Service Act 1988*
- *Youth and Community Services Act 1973*.

### Amendments to legislation

*Carers (Recognition) Act 2010*

The *Health Services Amendment (Local Health Districts and Boards) Act 2011* commenced on 1 July 2011 and made a consequential amendment to section 4 of the *Carers (Recognition) Act 2010*, replacing the word “network” with “district”.

*Community Services (Complaints, Reviews and Monitoring) Act 1993*

*Amendments under the Children Legislation Amendment (Child Death Review Team) Act 2011* transfer the legislative provisions regarding the Child Death Review Team to the *Community Services (Complaints, Reviews and Monitoring) Act 1993*. As from November 2011, the Ombudsman’s functions in relation to the child death Review Team, and in relation to community services and reviewable deaths, are now contained in the same Act.

### Significant judicial decisions

In *Darcy v State of New South Wales* [2011] NSWCA 413, the Court of Appeal upheld the District Court decision that the then Department of Community Services had not wrongfully imprisoned a resident of a secure residential centre operated under the *Disability Services Act 1993*. The appellant had been diverted to the centre by a magistrate under section 32 of the then *Mental Health (Criminal Procedure) Act 1990*. In the leading judgment, Whealy JA held that the appellant had been detained. However, her detention was not unlawful as the restrictions on her leaving were for the protection of the appellant and other people and were consented to by her guardian.

In *People with disabilities Australia Incorporated v Minister for Disability Services & Anor* [2011] NSWCA 253, the Court of Appeal held that the continuing operation of a residential centre could be a reviewable decision under the *Disability Services Act 1993* and the *Community Services (Complaints, Review and Monitoring) Act 1993*. This decision was applied by the Administrative Decisions Tribunal to find that the application disclosed a reviewable decision in *People with disabilities Australia Incorporated v The Minister for Disability Services* [2012] NSWADT 33.

## Businesslink

### Principal Acts administered as at 30 June 2012

- NSW Businesslink Pty Ltd was incorporated on 28 June 2004 under the *Corporations Act 2001 (Commonwealth)* as an Australian proprietary company limited by shares.

### Amendments to legislation

Nil.

### Significant judicial decisions

Nil.

## Community Services

### Principal Acts administered as at 30 June 2012

- *Adoption Act 2000*
- *Child Protection (International Measures) Act 2006*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993* (administered jointly with the Minister for Ageing and Minister for Disability Services, except for Part 5 which is administered by the Minister for Police and Emergency Services)
- *Community Welfare Act 1987* (administered jointly with the Minister for Disability Services).

### Amendments to legislation

#### *Adoption Act 2000*

Section 91 of the Act was amended to allow other people (including caseworkers working for community designated agencies) to prepare a report that the Supreme Court requires before it may make order for adoption of a child.

#### *Children and Young Persons (Care and Protection) Act 1998*

Section 29 of the Act was amended to clarify that child protection reports could be admissible also in appeals arising from care proceedings in the Children's Court.

*s 37 of the Care Act was updated to refer to "dispute resolution conferences". The amendment preserves the requirement that the Director General is to consider alternative dispute resolution methods when responding to a child protection report, and clarifies that participation in any form of alternative dispute resolution suggested by the Director General is voluntary.*

### Amendments to regulations

On 30 March 2012, the Children and Young Persons (Care and Protection) Regulation 2000 was amended to allow the following health professionals to report their child protection concerns directly to the Health Child Wellbeing Units:

- (a) employees of, or persons engaged by, organisations that are eligible to be members of the Aboriginal Health and Medical Research Council of NSW
- (b) employees of, or persons engaged by, affiliated health organisations (within the meaning of the *Health Services Act 1997*). This includes staff working for agencies such as Tresillian and Karitane

- (c) for a trial period of 12 months only, general practitioners and general practice nurses in the local government areas of Western NSW and Hunter/Central Coast.

## Significant judicial decisions

### (a) Child Welfare – NSW Supreme Court and Court of Appeal

#### *Re Campbell* [2010] NCWSC 761

Justice Slattery upheld a decision of Judge Marien not to grant the father leave to bring an application to rescind the current care orders. His Honour also commented on the meaning of the following terms in section 90:

- "relevant circumstances" – this will depend on the issues presented and may not be limited to a "snapshot" of events occurring between the date of the original order and the date of the leave application
- "significant change" – the change must be of sufficient significance to justify the court considering the application
- "arguable case" – the plaintiff must also demonstrate s/he has an arguable case, not just show significant change
- "realistic possibility of restoration" – does not require the parents to have "runs on the board", only that the proposition is real and practical rather than fanciful, sentimental or idealistic or based on "unlikely hopes for the future".

#### *Re Gabrielle and Frank* [2011] NSWSC 944

A decision of Justice McDougall concerning whether the court should exercise its *parens patriae* jurisdiction to quash the Children's Court's decision not to make interim orders placing the children under the Minister's parental responsibility. The court held that a proper construction of section 91(1) was that it prevented appeals to the District Court, not only where an interim order is made but also where interim orders are refused, and that in such circumstances the court's *parens patriae* jurisdiction is available in theory. However, in this case the court declined to exercise that jurisdiction and refused to interfere with the Children's Court's decision.

**(b) Adoption matters*****Department of Family and Community Services and LH: Re R [2011] NSWSC 551***

A decision of Associate Justice Hallen in relation to the proposed adoption of R, aged 12, who had lived with her proposed adoptive parent for eight years and who consented to her own adoption. The birth father consented to the adoption but the birth mother opposed the adoption order being made.

The court made the adoption and change of name orders, taking into account R's maturity and strongly expressed wishes, and the advantages of adoption rather than a long term placement order. The court expressed concern regarding the birth mother's lack of insight into R's wishes and interests.

***Public Sector Employment and Management (Mental Health Commission and Other Matters) Order 2012***

The reference in section 17 of the *Housing Act 2001* to the Department (within the meaning of the Act) is to be construed as a reference to the Department of Finance and Services. This enables the annual report of the New South Wales Land and Housing Corporation to be included as a subsection of the annual report of the Department of Finance and Services.

**Significant judicial decisions**

There were no significant judicial decisions. ●

## Housing NSW

**Principal Acts administered as at 30 June 2012**

- *Housing Act 2001* (jointly with the Minister for Finance and Services, except section 6, which is the responsibility of the Minister for Finance and Services).

**Amendments to legislation and regulations*****Allocation of the Administration of Acts 2011 (No 5 – Amendment)***

Date of gazettal: 5 October 2011

Allocated responsibility for the administration of the *Housing Act 2001* jointly to the Minister for Finance and Services, except section 6, and the Minister for Family and Community Services.

***Residential Tenancies Act 2010***

Amended section 58E of the *Housing Act 2001* by omitting "Part 5 of the *Residential Tenancies Act 1987* does" and inserting "Parts 5-7 of the *Residential Tenancies Act 2010* do".

***Personal Property Securities Legislation Amendment Act 2010***

Amended section 69B of the *Housing Act 2001* by omitting section 69B(1)(e). This has the effect of omitting a reference to the *Registrar of Interests in Goods kept under the Registration of Interests in Goods Act 1986* that became outdated on the repeal of that Act by the *Personal Property Securities (Commonwealth Powers) Amendment Act 2009*.

***Business Names (Commonwealth Powers) Act 2011***

Amended section 69B of the *Housing Act 2001* by omitting section 69B(1)(c).



# 11 | Work health and safety (WHS)

## Aboriginal Housing Office

During 2011–12, the AHO had four active worker's compensation claims, one new and three continuing claims. Although there has been a slight reduction in claim numbers from the previous year, the incurred costs have increased due to the timeframe of claims and the severity of the injury.

In 2011–12, the AHO engaged Deloitte to conduct a gap analysis. The objective was to assess the extent to which the Office's occupational health and safety (OHS) management system complied with key requirements of an OHS management system, including reference to the new *Work Health and Safety Act 2011* (the WHS Act).

The following criteria regarding organisational readiness for key legislative changes introduced by the WHS Act were assessed as part of the gap analysis:

- potential for creation of new primary duty holders
- changed incident notification requirements
- application of 'reasonably practicable' to the management of OHS risk
- changed consultation requirements
- new right of entry provisions

- actions required to satisfy OHS due diligence requirements as described within s27(5) of the WHS Act.

Other highlights for 2011–12 include:

- participated in FACS steering committees and working parties to develop an integrated policy and procedural framework for WHS.
- commenced a review of occupational health and safety policies and procedures;
- emphasised prevention of incidents
- achieved effective incident, post-incident and injury management
- instituted timely and planned return to work processes
- proactively managed workers' compensation injuries and claims
- offered annual flu vaccine to all staff
- trained all staff in occupational health and safety.

Additionally an *Employee Assistance* program is in place and staff and their immediate families have access to confidential, free support services.

There were no prosecutions under the *WHS Act* or the *Occupational Health and Safety Act 2000*.

## AHO workers' compensation claims

Year	2008–09	2009–10	2010–11	2011–12
Claims reported	6	2	5	4
Incurred cost	\$52,788	\$2438	\$24,787	\$28,986
Average cost	\$8798	\$1219	\$4957	\$7496

## Ageing, Disability and Home Care

ADHC is committed to continually improving health, safety and wellbeing standards to minimise the risk of injury to staff, clients and visitors.

In 2011–12, the focus was on the implementation of the new *WHS Act* and training of all staff and in particular line managers to ensure their compliance with new Act's requirements. The *WHS Act* replaced the former occupational health and safety laws in NSW on 1 January 2012.

The *WHS Act* provides each employer a 12 month transition period of the new aspects of the legislation. ADHC wide implementation of the new *WHS Act* commenced in November 2011 and is continuing. ADHC recognises that a safe and healthy workplace is an essential component in creating an environment in which staff can effectively contribute to achieving better outcomes and improve capacity of the workforce that can best support clients and their families now and into the future.

Since the commencement of the *WHS Act*, there have been three Provisional Improvement Notices issued to ADHC. All of these have been issued by Health and Safety Representatives and are being addressed.

ADHC also places a strong focus on enterprise risk management, good governance and accountability practice to meet the safety, health and injury management obligations. The *Employee Assistance* program delivers confidential, voluntary and free support services to all employees and their immediate families. This service is available 24 hours a day, seven days a week.

In 2011–12, there was an upward trend in the number of active claims due to the finalisation of transferred claims to the new fund manager (QBE) from the previous fund manager (Allianz). There was also been a significant decrease of the average incurred cost of claims compared to 2010–11. This is mainly attributed to the strong focus and effective management of workplace injuries and return to work across ADHC.

A number of initiatives have been implemented to reduce costs from claims. These initiatives include the development of key performance indicators for performance monitoring, regular reviews of injury claims and increased technical claims management support to business streams. ADHC also takes a keen interest in promoting a safety culture through innovative programs such as *Health and Safety Champions*.

### Ageing, Disability and Home Care workers' compensation claims

Year	2008–09	2009–10	2010–11	2011–12
Claims reported	1,150	1,154	1,207	1,210
Incurred cost	\$8,162,741	\$9,360,055	\$9,987,331	\$11,558,129
Average incurred cost	\$7,098	\$8,111	\$8,275	\$9,552

Note: active for each fund year till five year buy out by TMF.

## Businesslink

The *WHS Act* came into operation with effect from 1 January 2012. NSW Businesslink put in place a WHS implementation plan to ensure compliance with the key obligations outlined in the *WHS Act*.

Key achievements in the first six months of operation of the *WHS Act* include:

- briefing of director/officers on obligations under the *WHS Act*

- inclusion of WHS obligations in general induction for all staff and contractors
- election and appointment of Health and Safety Representatives for NSW Businesslink
- formation of the NSW Businesslink WHS Committee
- development of a WHS Implementation Plan to guide statutory compliance during the transitional period to the new *WHS Act*.

### Businesslink workers' compensation claims

Year	2008–09	2009–10	2010–11	2011–12
Claims reported	16	18	18	23
Incurred cost	\$540,510	\$84,005	\$236,110	247,012
Average incurred cost	\$33,782	\$4,667	\$13,117	\$10,739

Source: SiCorp TMF Data Warehouse as at 30 June 2012.

### Prosecutions

There were no prosecutions under the *OHS Act* or the *WHS Act*.

## Community Services

Community Services values the wellbeing of its workforce and is committed to safeguarding their health, safety and wellbeing. Our vision is of a NSW where families and communities, value, protect, and nurture children and young people, and we acknowledge that this can only be achieved with a committed, dedicated and healthy workforce working in a safe and supportive environment.

We continued to work throughout the year to meet targets for the *Working Together: Public Sector Occupational Health and Safety and Injury Management Strategy 2010–12*, with a focus on psychological injury and return to work as our identified priority areas.

As part of the Psychological Injury Strategy, Healthy Workplace training was delivered to managers between July and December 2011.

A new intranet page, *Safe and well at work*, was developed to create a single point for access to information about work health and safety, particularly focused on health and wellbeing.

Prior to 1 January 2012, an implementation plan was developed to ensure a smooth transition to the new *WHS Act*. The transition is progressing as planned.

There were 303 workers compensation claims lodged in 2011–12, an increase of 27 percent from 2010–11. Psychological injury claims remain the most common, at 32 percent of total claims, followed by body stressing claims at 29 percent. The cost incurred for new workers compensation claims as at 30 June 2012 was 46 percent higher than was incurred at 30 June 2011. The average cost per claim rose by 13 percent. Psychological injury claims remain the most costly.

Community Services was not subject to any WorkCover Performance Improvement Notices and there were no prosecutions under the *WHS Act* or *OHS Act* during 2011–12.

### Community Services workers' compensation claims

Year	2008–09	2009–10	2010–11	2011–12
Claims reported	249	239	236	303
Incurred cost	\$3,331,382	\$4,697,687	\$4,403,636	\$6,411,178
Average incurred cost	\$13,379	\$19,656	\$18,659	\$21,159

## Housing NSW

In 2011–12, HNSW continued to implement improvement initiatives and monitor outcomes against current targets. Our focus included:

- providing additional support to managers to assist them to complete investigations and report incidents
- improving risk assessment through enhanced data and reporting initiatives
- placing greater emphasis on health and safety outcomes through better management and accountability
- developing and implementing e-Learning modules for staff
- meeting NSW Government Work Health and Safety strategies and developing business systems and processes for the new *Work Health and Safety Act 2011*.

Housing NSW has seen a significant reduction in both claim numbers and costs during the year, which is as a result of implementing targeted WHS and injury management improvement strategies as well the impact from the transfer of assets and related resources to the Land and Housing Corporation (LAHC).

2011–12 also included the development and implementation of Workplace Health and Safety and Injury Management training packages aimed specifically at two key priority issues: driver safety and improving return to work outcomes.

It is pleasing to note that workers' compensation claims resulting from driving-related incidents have reduced by 46 percent in 2011–12 compared to the average number of driving related claims for the preceding four years.

The average return to work time following an injury (the average number of days lost) has also reduced by 70 percent.

In addition, the claim duration (average time to finalise claim) has also improved significantly in 2011–12, with a reduction of 62 percent or 13.6 days compared to the previous four year average of 35 days.

Due to the transfer of assets and related resources to LAHC, Housing NSW was required to join the Treasury Managed Fund (TMF) for Workers Compensation purposes in April 2012.

There were no prosecutions under the *OHS Act* or the new *WHS Act* during the year. ●

### Housing NSW workers' compensation claims

Year	2008–09	2009–10	2010–11	2011–12
Claims reported	105	133	103	70
Incurred cost	\$434,879.31	\$551,246.35	\$834,091.5	\$365,199.51
Average incurred cost	\$4141.71	\$4144.71	\$8097.98	\$5217.14

## 12 | Promotion (overseas visits)

The following table shows overseas visits by employees and officers with main purposes highlighted.

Division	Officers	Dates	Purpose of visit	Destination
AHO	Michelle Craig and Ivan Simon	11–15 June 2012	Address and participate in the 2012 World Indigenous Housing Conference.	Canada
ADHC	Matthew Frize	17–23 July, 2011	Present paper, The Validity of the Assessment of Risk Manageability of Intellectually Disabled Individuals who Offend (ARMIDILO-G) in an Australian community sample, at the 32nd Congress of the International Academy of Law and Mental Health, Humboldt University, Berlin.	Germany
	Eric Harper	1–2 December 2011	Attend Australia and New Zealand School of Government (ANZSOG) residential program.	New Zealand
	Jonathan Wassell	16–18 May 2012	Investigate business areas such as disaster recovery, business continuity planning, streamlining procurement and contract management.	New Zealand
	Ruth Henderson	1–2 December 2011	Attend ANZSOG residential program.	New Zealand
	Sigrid Patterson	1–2 December 2011	Attend ANZSOG residential program.	New Zealand
	Louise Majkut	5–9 September 2011 14–30 September 2011 4–5 October 2011	Winston Churchill Research Fellowship (There was no cost for flights to ADHC. Eight weeks special leave was approved.)	United Kingdom
	Ann Adams	21–23 March 2012	Present paper at the Australian Association for the Manual Handling of People and the Moving and Handling Association of New Zealand conference in Auckland.	New Zealand
	Sarah Thomas	21–23 March 2012	Present paper at the Australian Association for the Manual Handling of People and the Moving and Handling Association of New Zealand conference in Auckland.	New Zealand
	Melinda Smith	17–23 July 2011	Attend and present at the 32nd International Congress of Law and Mental Health.	Germany
	David Manchester	7–9 March 2012	Attend and present at the International Symposium on Motivational Interviewing.	New Zealand
	Vince Ponzio	1–9 June 2012	Attend and present at the International Stigma Conference on People with Co-existing Intellectual Disability and Mental Illness as well as presenting at the Complex Needs Forum in St Johns.	Canada

Division	Officers	Dates	Purpose of visit	Destination
	Alison Chung and Karin Hetherington	25–29 June 2012	Attend and present at the Australian and New Zealand Association of Health Professional Educators Conference 2012: Professionalism Under Pressure.	New Zealand
Community Services	Sandra Heriot	30 September – 10 October 2011	Participate in the training for state and community leaders to implement community based systems of care for youth with mental health challenges and their families workshop.	United States
	Jody Grima Linda Mallett	17–21 October 2011	Participate in Together we can and Structured decision making conferences	United States

# 13 | Research and development

## Aboriginal Housing Office

Project	Target client group	Funding
Aboriginal community housing provider (ACHP) – tenant survey	ACHP Tenants	\$273,474
Survey of AHO tenants (SOMIH Survey)	AHO Tenants	\$38,171
Aboriginal regional housing management services review	ACHPs	\$35,000
Housing management in remote areas	ACHPs	\$9000

## Ageing, Disability and Home Care

Project	Target client group	Funding
45 and Up study	Older people, people with disabilities and their carers	\$300,000
Adult Transition Project	Adults with disabilities	\$120,230
Ageing in place	People with disabilities and their carers	\$400,000
An untapped resource: older CALD volunteers – understanding barriers and motivations to volunteering in NSW	Older culturally and linguistically diverse volunteers	\$249,206
Carers and social inclusion: new frameworks, evidence and policy lessons	Carers	\$30,000
Community Living Award – review of ADHC A&R restructure	People with disabilities and the professional workforce	\$150,000
Connecting older adults: technology and older people	Older people participating in volunteer work	\$250,000
Core skills and development	Workforce	\$378,000
Diagnosis support model within NSW	Supporting families and assisting staff at the time of diagnosis	\$120,000
Early Intervention Assistive Technology Project	Children with a disability	\$400,469
Effective Behaviour Services Study	People with disabilities	\$26,250
Exploring sexuality knowledge assessment tools for people with an intellectual impairment	Disability service managers and clinicians	Nil <sup>1</sup>
Health/ADHC data linkage – common client analysis	People with disabilities using health services	\$100,000
Integrating evidence into policy and sustainable service delivery: the wobbly hub and double spokes model	People using therapy services in rural and remote areas	\$321,794 <sup>2</sup>
Intellectual and other cognitive disability in the criminal justice system	People with an intellectual disability	\$21,671

## Ageing, Disability and Home Care (cont.)

Project	Target client group	Funding
Mediation systems – feasibility study	People with disabilities	\$30,000
Mindfulness based stress reduction training for group home staff in intellectual disability services	Workforce and people with disabilities	\$120,000
Community Workforce Indicators Project	Community paid and voluntary workforce	\$87,125
Pilot study: minimum data set for disability, health and mental health services	Disability and NSW Health clients	\$149,811
Potential contribution of community sector to delivering more and better services to people with disabilities	Community organisations and people with disabilities	\$99,916
Review of community living in home and drop in accommodation support services in NSW	People with disabilities	\$225,500
Rural and Remote Project: video conferencing for case conferences	Children with a disability living in rural and remote areas	Internal resources
Scoping of longitudinal study	People with disabilities	\$75,000
The efficacy of the sensory protocol	Children and young people with disabilities	\$12,472
Where are teachers' voices?	Students with multiple severe disabilities, and speech pathologists	Nil <sup>1</sup>
Work ability study	Ageing workers	\$250,000
Young carers: the life course impacts of the caring responsibilities of children and young adults	Young carers	\$45,000 <sup>3</sup>
<b>Total</b>		<b>\$7,263,595</b>

1 PhD projects – these can include in-kind support including access to staff and provision of data.

2 MHMRC Grant, ADHC in-kind contribution \$536,000 (total project – \$1.6 million).

3 ARC Linkage \$45,000, ADHC contribution over three years, with in-kind contribution of \$102,182.

Funding source NSW Carers Action Plan non recurrent funding.

## Community Services

Project	Target client group	Funding
Pathways of care: longitudinal study of children and young people in OOHC	Children and young people in OOHC	\$1.5 million pa
<i>Collaborative Research</i> program	Children and young people	Nil



## Housing NSW

Project	Target client group	Funding
Sustaining Aboriginal tenancies	Aboriginal tenants	\$15,000
Trends in the number of NSW households living in poverty	People living in poverty and experiencing housing affordability stress	\$20,600 (Housing NSW) and \$37,400 (NSW Treasury)
Expert roundtable on youth housing models	Young people who are homeless or at risk of homelessness	\$4400
Regional homelessness service system mapping project	People who are homeless or at risk of homelessness	\$122,397
Research synthesis: sustaining tenancies for social housing	Social housing tenants at high risk of losing their tenancies, including tenants with complex needs	\$30,800
Analysis of pathways for people in estates (by Pricewaterhouse Coopers)	Housing NSW clients living in estates	\$37,500

## Strategy and Policy

Project	Target client group	Funding
<i>Women in NSW 2012</i>	Policy makers in government, business and the community, and the public	\$148,000 in total (\$120,000 of which were research costs)
Gender segregation in the trades	Policy makers in government, business and the community, and the public	\$10,500 (external contract On-going research being undertaken in-house)
Policing of domestic violence	Policy developers and service providers working in family and domestic violence	\$25,000
Women in business research project	Policy makers in government, business and the community, and the public	\$25,000
Connecting older adults study (Sydney University)	People aged 60 years and older	\$244,900
Culturally and linguistically diverse (CALD) older volunteers research project (University of NSW)	People from CALD backgrounds aged 60 years and older	\$249,206
Work ability study (Monash University)	Mature and ageing workforce	\$250,000

# 14 | Right to information

## *Government Information (Public Access) Act 2009*

### Aboriginal Housing Office

The Aboriginal Housing Office reviews *Government Information (Public Access) Act 2009* (GIPA) information periodically to ensure that the content on the website is current, valid and up-to-date. AHO received four applications during the year. The applications requested information regarding formal agreements between the Aboriginal Housing Office and non government organisations.

### Ageing, Disability and Home Care

#### 1. Details of ADHC's review under section 7(3) of the *GIPA Act*

ADHC regularly reviews its programs to facilitate the release of government information that should be made publicly available in the public interest.

In 2011–12, ADHC undertook a comprehensive review of information published on its website including the section about how to access government information held by ADHC. All documents published on ADHC's website were reviewed and updated where necessary to ensure the policies and other publications were accurate, up-to-date and accessible. Further review of information published on the website continues at the time of this report.

The reviews promote release of information to the public as part of proactive disclosure requirements set out in the *GIPA Act*, including:

- Agency Information Guide
- contact details
- media releases and news
- events and communication programs
- policies, fact sheets, brochures, reports, manuals, plans and strategies
- other language publications.

2. Total number of access applications received during 2010–11 (including withdrawn applications)

Year	No. of access applications
2011	19
2012	27

3. Total number of access applications received that ADHC refused, either wholly or in part because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure  
Total = 5, all refused in part.

ADHC has not refused any application on the basis that the applicant specifically requested excluded information under Schedules 2 (see section 43 of the *GIPA Act*).

## Schedule 2 Statistical information about access applications to be included in annual report

**Table A: Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media		1						
Members of Parliament								
Private sector business								
Community organisations or groups	2	3						
Members of the public (application by legal representative)	6	2	2					1
Members of the public (other)	7	12	1	1				2

\* 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 B.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	11	10	2	1				1
Access applications (other than personal information applications)	3	2	1					
Access applications that are partly personal information applications and partly other	1	6						

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

**Table C: Invalid applications**

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	No. of times consideration used*
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	2
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* 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 E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	No. of occasions when application not successful
Responsible and effective government	16
Law enforcement and security	1
Individual rights, judicial processes and natural justice	17
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	30
Decided after 35 days (by agreement with applicant)	7
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>37</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	1	1	2
Internal review following recommendation under section 93 of Act	1	1	2
Review by ADT	1	0	1
Total	3	3	6

\* 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 by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	No. of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## Businesslink

NSW Businesslink continues to conduct reviews under s7(3) of the *GIPA Act*. No new information has been made publically available as a result of the review.

NSW Businesslink did not receive any formal access applications for 2011–12.

## Community Services

### 1. Review of proactive release program – Clause 7(a)

Under section 7 of the *GIPA Act*, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Community Services has an active year round program for the proactive release of non personal information, the principal avenue being the website, [www.community.nsw.gov.au](http://www.community.nsw.gov.au). In addition, regular hard and soft copy newsletters are circulated to our stakeholders and brochures and factsheets are provided to our clients.

The core business of Community Services is child protection so we work with vulnerable children and families. Information and policy documents about this work are available via our website. However, the majority of records created by Community Services contain personal information about the vulnerable children and families with whom we work. It would not be appropriate to make this personal information publicly available. However, quarterly and annual statistical reports about this work are published on our website.

Community Services also funds non government agencies to provide services for the community. Information and policy documents about these programs and the associated funding processes are available at our website.

With regard to the review for proactive release, in June 2012 each branch was required to review its non personal unpublished information to identify any additional material for proactive release. No additional information was released as a result of this review. It is considered that this is a reflection of the fact that the majority of records created by Community Services contain clients' personal information and we have an active program for the release of non personal information via our website – 684 new documents and 734 updated documents were added to our website during the reporting period.

## 2. Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of 388 formal access applications (including withdrawn applications but not invalid applications).

## 3. Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, our agency refused a total of 270 formal access applications because the information requested was information referred to in Schedule 1 to the *GIPA Act*. Of those applications, 5 were refused in full, and 265 were refused in part.

## 4. Statistical information about access applications - Clause 7(d) and Schedule 2

**Table A: Number of applications by type of applicant and outcome\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	2
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Community organisations or community groups	2	2	0	3	0	0	0	4
Members of the public (application by legal representative)	2	135	4	17	0	1	0	4
Members of the public (other)	3	142	4	20	0	5	8	30

\*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 B.

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	5	279	7	40	0	6	8	36
Access applications (other than personal information applications)	2	0	1	0	0	0	0	4
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	86
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total no. of invalid applications received	86
Invalid applications that subsequently became valid applications	48



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

	No. of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	38
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	4
Care and protection of children	228
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*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 E.

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

	No. of occasions when application not successful
Responsible and effective government	244
Law enforcement and security	162
Individual rights, judicial processes and natural justice	234
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	160
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	No. of applications
Decided within the statutory timeframe (20 days plus any extensions)	290
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	52
<b>Total</b>	<b>348</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	1	1	2
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	3	0	3
Review by ADT	0	0	0
<b>Total</b>	<b>4</b>	<b>1</b>	<b>5</b>

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendation 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 H: Applications for review under Part 5 of the Act (by type of applicant)**

	No. of applications for review
Applications by access applicants	9
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## Housing NSW

Housing NSW received a total of 231 Formal Access Applications for processing during 2011–12 under the GIPA Act. Of the 231 applications received, 194 were processed and completed.

Housing NSW also works with the Salvation Army Family Tracing Services and received a total of 92 requests from people searching for a family member. A further 23 written requests for information were received from various government agencies including Centrelink and the Australian Taxation Office.

### Compliance with the GIPA requirements

Housing NSW's Right to Information Unit conducts regular consultations with the Office of the Chief Executive to consider the Proactive Disclosure requirements in accordance with Section 7(3) of the *GIPA Act*.

During 2011–12, Housing NSW made publicly available the following information as part of the proactive disclosure requirements:

- reports, plans and papers
- policies
- news and newsletters
- data on the number of public housing residential dwellings in local government areas as at 30 June 2010
- expected waiting times for social housing properties.

Housing NSW received 200 valid Formal Access Applications during 2011–12 and 9 Formal Access Applications where Housing NSW refused access, either wholly or in part, because the application was for the disclosure of information referred to in Schedule 1 to the *GIPA Act* (information for which there is a conclusive presumption of overriding public interest against disclosure).

The following were the most frequent overriding public interest considerations against disclosure claimed under the *GIPA Act*:

- Clause 3(a) of the Table to Section 14 of the *GIPA Act* – Individual rights, judicial processes and natural justice
- Clause 1(d) & 1(g) of the table to Section 14 of the *GIPA Act* – Responsible and effective government.

The total amount of Formal Access Application fees received during 2011–12 financial year was \$7609.

**Table A: Number of applications by type of applicant and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	1	1	1	0	2	0	0
Community organisations or community groups	3	2	0	0	0	1	0	0
Members of the public (application by legal representative)	26	80	1	1	0	1	0	3
Members of the public (other)	12	49	1	5	0	0	0	1

**Table B: Number of applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	35	124	1	3	0	1	0	2
Non personal information (Access Applications other than personal information applications)	7	4	2	5	0	3	0	1
Combination of personal & non personal information (Access applications that are partly personal information applications and partly other)	1	4	0	0	0	0	0	1

**Table C: Invalid applications**

Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	77
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	77
Invalid applications that subsequently became valid applications	46

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	No. of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	4
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	No. of occasions when application not successful
Responsible and effective government	65
Law enforcement and security	1
Individual rights, judicial processes and natural justice	133
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate FOI legislation	0

**Table F: Timeliness**

	No. of applications
Decided within the statutory timeframe (20 days plus any extension)	190
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	4
<b>Total</b>	<b>194</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	0	2	2
Review by Information Commissioner	0	1	1
Internal Review following recommendation under Section 93 of Act	1	0	1
Review by ADT	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>4</b>

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	No. of applications for review
Applications by access applicants	5
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

# 15 | Public interest disclosures

The Department finalised its Public Interest Disclosures Internal Reporting Policy in September 2011. The policy is consistent with the NSW Ombudsman's model policy and the requirements of the NSW *Public Interest Disclosures Act 1994* (PID Act). Staff were informed about the policy through the staff newsletter, Directions, in December 2011 and the policy was published on the FACS intranet. The current contact details of the Department's Public Interest Disclosures Coordinators and Officers were also published on the intranet. Training sessions for current and new staff were also provided.

Under the *PID Act*, we are required to report certain information. This information is in the table below. ●

## Public interest disclosures January 2012 to June 2012

Public interest disclosures received	No.
No. of public officials who made public interest disclosures	2
No. of public interest disclosures received	2
No. of public interest disclosures finalised	1
Disclosures received primarily about:	
■ corrupt conduct	1
■ maladministration	1
■ serious and substantial waste	0
■ government information contravention	0

# 16 | Internal audit and risk management

## Family and Community Services

The NSW Treasury Internal Audit and Risk Management Policy (TPP 09–05) provides a comprehensive and rigorous framework for the NSW Public Sector. FACS complied with the core requirements of the policy in 2011–12.

The FACS Audit and Risk Committee (ARC), established in May 2010, met six times in 2011–12 to oversee audit and risk functions for the department. The committee consists of three independent members with extensive experience in audit and risk management and two FACS senior executives. In March 2012, a training and education course was provided to committee members regarding their responsibilities and improving committee effectiveness.

Representatives from the NSW Audit Office and senior FACS management, including the Director General, Chief Audit Executive, Deputy Director General Corporate Services, Deputy Director General Strategy and Policy, Chief Executive NSW Businesslink, and the Chief Financial Officer, also attended ARC meetings in 2011–12.

Each FACS division (ADHC, Community Services and Housing NSW/AHO) had an Audit and Risk Committee (ARC) in operation from 1 July 2011 until 30 May 2012, when these committees were disbanded due to a FACS Executive Committee decision about new ARC arrangements. The FACS ARC will advise on internal audit and risk management issues for the whole department from 1 June 2012.

In 2011–12, the FACS committee regularly reviewed progress with the following FACS internal audit plan projects:

- financial statements close processes
- legislative compliance framework
- enterprise risk management framework
- NSW Businesslink third party assurance processes.

In addition, the committee:

- reviewed the revised FACS Enterprise Risk Management Framework and the updated FACS Strategic Risk Register
- monitored implementation of recommendations relating to external audit issues and major internal matters across the department
- reviewed and endorsed the FACS Fraud and Corruption Prevention Framework and the FACS Business Continuity Management Framework.

In October 2011, the committee considered and endorsed the financial statements for the year ended 30 June 2011 and recommended that the Director General approve their submission to the Auditor General and the Minister.

An independent member of the committee represented the ARC as the probity advisor on the FACS Tender Evaluation Committee for the Provision of Internal Audit Services.

The committee received presentations on the key business activities and risks from the Chief Executives of each FACS Division (ADHC Community Services, Housing NSW/AHO), and from the Assistant Director General Corporate and Shared Services Reform.

## Aboriginal Housing Office

### Risk management

The AHOs Risk Management Plan sets out the organisation's approach to managing risk, including the policy, procedures, delegated responsibilities and documentation for AHO to manage identified risks. The plan is updated regularly through scheduled reporting, audit findings or emerging risk identification.

Risk registers identify and rank strategic business, program and operational risks for the AHO, assigning responsibility for mitigating actions to appropriate managers.

The AHO risk approach aligns with the AS/ANZ ISO 31000 Risk Management Principles and Guidelines.

### Audit program

To date, the AHO has organised a series of internal audits to investigate both its programs and business practices. There were five audits undertaken in 2011–12.

The findings supplement the risk planning and register as appropriate. The audit program is significant in contributing to continuous improvements in the quality and efficiency of the AHO administration and the delivery of its operating priorities.

Until May 2012, the AHO was supported by an externally chaired Audit and Risk Committee conducted in unison with Housing NSW. This has now been superseded by the FACS Audit and Risk Committee functions for 2012–13.

See Financial reports for signed audit letters.

## Compliance

The AHO utilises an external service via Housing NSW to provide assurance of compliance against all legislation in operating as a business entity. During 2011–12, work has been undertaken to formalise a policy and procedural approach on compliance due to the changing operating requirements under the FACS regime.

### Corporate services insurance

**Liability** – there was a 20 percent premium decrease driven by the NSW Aboriginal Housing Office's nil claims.

**Motor vehicles** – the motor vehicle premium decreased by 23 percent due to reduction in the number of vehicles declared to 13.

**Property** – the decrease of 34.9 percent is due to the significant decrease in the overall total asset value declared at a rate of 49 percent for 2011–12. This is due to insurance for personal computers and printers now being the responsibility of shared service provider NSW Businesslink.

**Miscellaneous** – the premium increase of 12 percent is relative to an increase in the number of full time employees declared at a rate of 33 percent. However, this has been offset by a decrease in the number of temporary employees at a rate of 63 percent for the 2011–12.

**Overall** – the decrease of 24.6 percent was a good result in comparison to the previous year's 6.7 percent decrease.

## Ageing, Disability and Home Care

ADHC supports the delivery of high quality, ethical services through independent assurance, governance and risk management programs.

Risk management is a fundamental element of good governance and management practice. Key risk management initiatives undertaken in 2011–12 included:

- development of ADHC's priorities for the next three year Internal Audit Plan. The plan's audit priorities are centred on risks related to community organisation service delivery, the funding management system and governance arrangements, budget and forecasting, effectiveness of expenditure control processes, adequacy and effectiveness of emergency and evacuation plans, work health and safety risk assessment, and client-welfare risk management practices
- implementation of the *Stronger Together 2* Risk Monitoring and Reporting Governance Framework to provide an independent assessment of the management of project risks associated with *Stronger Together 2* implementation through quarterly evaluations and reporting to the executive

- and audit and risk committees of four key areas of the project including: governance framework, risk identification, risk monitoring, and results and outcomes
- implementation of an improved legislative compliance framework that incorporates the development of compliance plans to improve accountability and monitoring for three critical areas of work health and safety, child reporting and protection, and disability legislative obligations. ADHC's Legislative Compliance Register was updated and now contains 86 legislative instruments that ADHC must either administer or comply with
- compliance testing of key risk areas of ADHC corporate policy requirements across all ADHC business units through the *Support Services Governance* program. This resulted in an overall self reported compliance rate of 95 percent
- development and rollout of ADHC's *Fraud and Corruption Prevention Awareness Training* program to approximately 1300 executives and senior managers across NSW. An online training module and a training guidance pack for team leaders to conduct training with frontline staff has been developed for rollout to all ADHC staff over the next 12 months
- development of 562 business continuity plans (BCPs) for ADHC locations across NSW to enable major disruptive events to be managed in a structured, consistent and timely manner. Testing of BCPs was undertaken to identify areas of improvement for ADHC's business continuity management framework
- a review of ADHC's complaints management and processes commenced in late 2011 to ensure ADHC's management and handling of complaints aligns with best practice
- establishment of a register of ADHC volunteers to support Disaster Welfare Services (DWS) relief and recovery operations. The register contains approximately 250 ADHC staff volunteers. ADHC staff volunteers provided support to DWS during the flood events experienced across NSW in early 2012.

The ADHC Audit and Risk Committee provides an independent assessment of the risks facing the division and the appropriateness of its controls and mitigation strategies. It supports the Chief Executive in performing his duties in relation to ADHC's systems of internal control, risk management, internal and external audit functions, and compliance to legislation.

The Committee met six times in 2011–12 and endorsed the following 23 internal audits and performance reviews:

- changes to vendor bank accounts
- financial accounting
- flex sheets and SAP leave records



- follow-up review of audit recommendations – Parts 3 and 4
- follow-up review of audit recommendations – Part 5
- purchase orders in Home Care
- *Support Services Governance Program* January to June 2011
- *Support Services Governance Program* July to December 2010
- enhanced client management database management
- financial management system post-implementation review
- incident and claims notification processes (workers' compensation and injury management)
- information management governance assessment
- information protection – ADHC access to SAP
- payroll management
- vendor database management
- Aboriginal Home Care – policies and processes review
- business continuity testing
- connectivity between ADHC and NSW Businesslink's business continuity plan and disaster recovery plans
- key client welfare controls – health check
- legislative compliance framework – health check
- quality and performance review of community support teams
- review of the quality assurance processes undertaken by the Ethics and Professional Standards Unit investigative function
- *Support Services Governance* program – health check.

## Businesslink

NSW Businesslink's Risk Management Plan sets out the processes, responsibility and accountability for risk management. It recognises that risk management is an integral part of good management and corporate governance and that, in relation to the service provision strategy, an element of risk is inevitable. The plan supports a structured and focused approach to managing and auditing risk to complement the business strategies adopted by NSW Businesslink to increase confidence and enhance the value of services provided to the client agencies.

NSW Businesslink operates within a dynamically changing environment, reflected in the diversity of our corporate purpose and our corporate objectives. NSW Businesslink's Risk Management Framework is consistent with the international standard ISO 31000.

In 2011–12, NSW Businesslink has performed the following risk management functions:

- maintained an enterprise risk management framework designed to assist managers to identify, administer and control enterprise, strategic, program and operational risk
- developed and introduced an enterprise risk matrix aligned to key objectives of the Corporate Scorecard and reported monthly to the NSW Businesslink executive team, as well as periodically to the board and the NSW Businesslink Audit and Risk Committee
- maintained an annual Risk Management Plan
- obtained certification, continuation and maintenance of an Information Security Management System (ISO 27001)
- implemented a business continuity framework which reduces and controls potential risks in the event of a disaster.

## Audit and Risk Committee

The role of the NSW Businesslink Audit and Risk Committee is to:

- oversee the integrity of the financial statements and reports
- oversee the performance of the internal and external audit functions
- oversee the policies and procedures which should ensure compliance with financial reporting, other legislative requirements of the Corporations Act 2001 (Cth), the *Public Finance and Audit Act 1983* (NSW), NSW Government policies and risk management, and all other applicable laws
- review and endorse the system of risk oversight and management and internal control
- monitor changes to the risk profile, including those resulting from changes in legislation
- review whistleblower procedures and responses, complaints handling procedures, and disciplinary actions.

## Insurance activities

NSW Businesslink participates in the NSW Treasury Managed Fund, a self insurance scheme which provides workers' compensation, legal liability, motor vehicles, property and miscellaneous cover. One of the conditions of this insurance coverage is a requirement to place a high priority on the implementation of sound risk management practices.

## Community Services

Risk management is a fundamental element of good governance and management practice. Key initiatives during the year included:

- further development of the Community Services Enterprise Risk Management Framework, in compliance with Treasury Policy TPP 09-05 and the international Risk Management Standard ISO 31000: 2009, and aligned with and informed by the Community Services Strategic Plan
- embedding of risk management through processes such as the Operations Division's Quarterly Business Review framework
- review of priorities for the three year Internal Audit Plan 2010–11 to 2012–13 through the analysis of risk information and management consultation to identify audit priorities. The plan's priorities are focussed on risks identified in the Strategic Risk Register
- implementation of an improved legislative compliance framework that incorporates the development of compliance plans to improve accountability and monitoring. Community Services' Legislative Compliance Register was updated and now contains 88 legislative instruments that Community Services must either administer or comply with
- testing of sample of business continuity plans and revision in response to test findings.

## Housing NSW

This year Housing NSW continued to build on the success of the enterprise risk management (ERM) framework launched in July 2010. Risk Champions were nominated and trained within each directorate, enabling them to embed a strong risk management culture throughout the organisation and share their expertise in applying ERM tools and processes.

We reviewed our Business Continuity Management Strategy and implemented new plans and resources that ensure Housing NSW continues to provide efficient and effective services to the public even in the event of a natural or man-made disaster.

The joint Housing NSW/AHO Audit and Risk Committee monitored governance, risk and control frameworks throughout 2011–12, convening on three occasions.

The final meeting of the committee took place in February 2012. Future responsibility for oversight of risk and audit functions now sits with the FACS wide Risk and Audit Committee. ●

# 17 | Audit findings

## Significant matters

The following significant findings will be reported in the Statutory Audit Report and Management Letter. Annual reports legislation requires the department to respond to all relevant matters raised in their annual report

## Community Services

### Out-of-Home Care Transition Plan

The first stage of the Out-of-Home Care Transition Plan was approved by the Minister for Community Services in November 2011. The transition of children, young people and their carers to the non government sector commenced 1 March 2012. A risk management plan has been established identifying the risks regarding the transition plan and we will continue to monitor its progress.

Management response: The audit observation is noted. Transition of young people and their carers to the non government sector is continuing. Monitoring of the risk management plan is an ongoing management action.

### Write off of Assist Program costs

In June 2012, Community Services wrote off \$9.9 million in relation to an IT project, the *Assist* program. The costs were written off due to ongoing programming errors and defects which led to a high level of failures in the new system. These failures were so significant that the goals of the upgrade could not be met to the standard that Community Services required.

Management response: Management has implemented a five point program to improve future system implementation and lessons learnt will guide future system development. Regular reporting against the plan is provided to executive management. ●

# 18 | Compliance with the NSW Carers (Recognition) Act 2010

FACS recognises the special role carers play in our society. During 2011–12, we continued to implement initiatives under the *NSW Carers Action Plan 2007–12* as follows – makes sure that an applicant's need for a carer or their carer responsibilities are taken into account during the social housing application process.

## Ageing, Disability and Home Care

- Developed and distributed the Young Carers e-Learning tool.
- Developed the Young Carers website.
- Developed and distributed *Identifying and Supporting Young Carers: A guide for service providers*. 7900 booklets have been distributed across NSW.
- Rolled out a program of state-wide roadshows on identifying and supporting young carers with 233 participants across government and community organisations.
- Raised awareness of carers through the NSW Carers Awards program.
- Developed resources to support the implementation of the *Carers (Recognition) Act 2010*.
- Presented on the *Carers (Recognition) Act 2010* at various team meetings across ADHC business streams.
- Worked with other directorates within ADHC to ensure that the NSW Carers Charter and the Carers (Recognition) Act 2010 are reflected in policy, including the review of the NSW Standards in Action and the development of the ADHC guidelines for consulting with people with disabilities.
- Supported the work of the NSW Ministerial Carers Advisory Council, enabling other ADHC directorates and other departments to consult with the council.

In 2011–12, the Respite and Carers Directorate consulted with:

- Carers NSW regarding the Young Carers project work
- the Carers (Recognition) Act Implementation Expert Reference Group regarding the development of resources to support the implementation of the Act
- the Young Carer Working Group, a sub group of the NSW Carers Advisory Council
- the Ministerial Carers Advisory Council regarding the development of resources to support the implementation of the *Carers (Recognition) Act 2010*

- Aboriginal carers in the preliminary stages of developing an Aboriginal carers strategy
- multiple groups of carers, individual carers and Carers NSW during the evaluation of the NSW Carers Action Plan, using surveys and focus groups
- Carers NSW regarding the development of the Flexible Respite Policy and *Stronger Together 2* initiatives
- the Carers Advisory Council regarding the Medication Plan and Chart project.

The Respite and Carers Directorate has employed flexible work strategies wherever possible to meet the needs of their staff, including supporting applications to work from home, to vary work hours and providing flexible access to leave as required.

## Businesslink

NSW Businesslink recognises the importance of flexible work arrangements for the successful delivery of services to FACS and other clients. By making available an array of flexible work practices which recognise both women's and men's lifestyles and their family and carer responsibilities, Businesslink is able to respond to the individual retain the valuable experience of employees.

Flexible work practices include job sharing, part time work, variable hours of work, flexible working hours, leave without pay, working from home and other forms of variation to attendance of employees. In addition to these practices, staff have access to FACS leave and personal carer's leave and can access a portion of their sick leave to care for sick family members.

While the principle of mutual benefit applies to flexible work practices, Businesslink fairly, equitably and compassionately considers all applications.

## Community Services

Community Services makes available to its staff a variety of flexible work practices which recognises family and carer responsibilities. Flexible work practices include job sharing, part-time work, flexible working hours, leave without pay, work from home and other forms of variation to staff attendance. In addition to these practices, staff have access to a range of Award conditions such as family and community services leave and personal carer's leave which assist and support staff with family and carer responsibilities.

Personal/carer's leave can consist of paid sick leave, time off in lieu of payment for overtime and make up time. Once these types of leave have been exhausted, employees can access other paid leave or take leave without pay to combine paid employment with other responsibilities.

Housing NSW staff can also access FACS leave, which can be taken on compassionate grounds, for example, when a close member of the family or a member of an employee's household becomes ill. ●

## Housing NSW

### Educational strategies

- Housing NSW supported the promotion of the ADHC booklet *Identifying and Supporting Young Carers: A guide for service providers*.
- Staff were encouraged to attend regional ADHC information sessions about supporting young carers.
- Housing NSW promoted the 2012 NSW Carers Awards as a celebration of carers.

### Consultation and liaison with carers

- Housing NSW works in partnership with NSW Health to lead the implementation of the Housing and Mental Health Agreement.
- The agreement recognises the important role of carers in ensuring that services are relevant and appropriate. It commits signatory departments to ensuring, where possible, that opportunities are provided for carers to contribute to service improvement activities.
- The agreement is implemented by district implementation and coordinating committees. This ensures carers are engaged at a local level and can contribute to service improvement activities.

### Staff who are carers

To assist staff to care for a family member who is ill, a range of flexible arrangements and leave entitlements is available to help staff to balance their family and work responsibilities.

Personal/carer's leave may be granted to permanent or temporary employees (working more than three months) in order to care for a family member who is ill.

# 19 | Privacy management

## Ageing, Disability and Home Care

ADHC adopted a revised Privacy Management Plan in February 2011. Four privacy fact sheets for staff were released to accompany the revised plan. These covered ADHC's privacy obligations, notices and consent terms, privacy where clients lack capacity, and the privacy rights of carers. An interactive privacy training tool for staff is currently being prepared and will be released on the ADHC intranet once finalised.

During 2011–12, ADHC received one application for internal review relating to conduct under the *Privacy and Personal Information Protection Act 1998*. As at 30 June 2012, this was still not finalised.

## Community Services

Community Services completed 20 internal reviews from 1 July 2011 to 30 June 2012 under the *Personal Information Protection Act 1998* and 0 under the *Health Records and Information Privacy Act 2002*.

## NSW Businesslink

Privacy laws regulate the way Businesslink collects, stores, uses and discloses personal and health information. As a public sector agency and incorporated business, Businesslink is covered by Commonwealth and NSW privacy laws.

Businesslink has developed a Privacy Management Plan in response to the Privacy and Personal Information Act 1998. The Act establishes 12 Information Protection Principles which protect the privacy of individuals from the inappropriate collection, storage, use and disclosure of personal information by NSW public sector agencies.

Businesslink's Privacy Management Plan is based on the 12 information principles, which establish standards for using personal information in an open and accountable manner. The Information Protection Principles apply to all operations of Businesslink and the requirements must be followed by all staff, consultants and contractors.

Businesslink's Privacy Management Plan also addresses the 10 National Privacy Principles as they appear in the Commonwealth Privacy Act 1988 and the 15 Health Privacy Principles as they appear in the NSW Health Records and Information Privacy Act 2002. The complete Privacy Management Plan is available from the NSW Businesslink Privacy Officer. Staff have access to the plan via our intranet.

In 2011-12 Businesslink received one privacy complaint.

## Housing NSW

Housing NSW maintains a privacy policy and procedure covering Housing NSW's privacy obligations.

During 2011–12, three applications for internal review were received by Housing NSW relating to conduct under the Privacy and Personal Information Protection Act 1998. As at 30 June 2012 these were finalised.

Housing NSW's Privacy Code of Practice continues in force. ●

# 20 | Payment of accounts

## Payment of accounts for goods and services - Department of Family and Community Services

The payment of accounts is closely monitored by each division to ensure accounts are paid in accordance with NSW Treasury Directions. Process improvements across the department are being undertaken to improve payment on time performance. Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
All suppliers	\$'000	\$'000	\$'000	\$'000	\$'000
Sep-11	1,962,613	805,309	49,734	42,279	138,350
Dec-11	2,036,581	504,270	211,897	- 24,347	422,937
Mar-12	1,526,224	1,193,914	153,324	52,490	224,428
Jun-12	5,295,679	5,276,852	206,968	208,287	170,546

Small business suppliers *	\$	\$	\$	\$	\$
Sep-11	-	-	-	-	-
Dec-11	-	-	-	-	-
Mar-12	12,479	-	70	-	-
Jun-12	1,825,322	3,820	90	-	98

### Accounts due or paid within each quarter

Measure	Sep-11	Dec-11	Mar-12	Jun-12
All suppliers				
Number of accounts due for payment	195,412	187,270	192,712	203,656
Number of accounts paid on time	194,940	186,636	191,553	202,679
Actual percentage of accounts paid on time (based on number of accounts)	99.76%	99.66%	99.40%	99.52%
Dollar amount of accounts due for payment (\$)	1,076,444,825	1,228,071,208	920,291,437	1,287,852,378
Dollar amount of accounts paid on time (\$)	1,075,849,789	1,227,603,777	913,447,482	1,286,536,909
Actual percentage of accounts paid on time (based on \$)	99.94%	99.96%	99.26%	99.90%

Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses		305		8,213
Number of accounts due to small businesses paid on time		301		8,008
Actual percentage of small business accounts paid on time (based on number of accounts)		98.69%		97.50%
Dollar amount of accounts due for payment (\$)		319,565		10,483,427
Dollar amount of accounts paid on time (\$)		319,157		10,325,243
Actual percentage of small business accounts paid on time (based on \$)		99.87%		98.49%
Number of payments to small business for interest on overdue accounts		0		0
Interest paid to small business on overdue accounts		0		0

\* Please note that based on TC11/21 dated 23 Dec 2011, the process of identifying "Small Business Suppliers" commenced 1 January 2012. Therefore the first two quarters have been left blank for Small Business Suppliers  
Please note that NSW Businesslink Pty Ltd payment of accounts information is available in the NSW BusinessLink Pty Ltd annual report at [www.businesslink.nsw.gov.au](http://www.businesslink.nsw.gov.au)

## Payment of accounts for goods and services - Aboriginal Housing Office

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
All suppliers	\$'000	\$'000	\$'000	\$'000	\$'000
Sep-11	2,084	-	-	-	191
Dec-11	-	-	-	-	-
Mar-12	3,740	-	-	-	-
Jun-12	12,155	-	-	-	-
<b>Small business suppliers *</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Sep-11					
Dec-11					
Mar-12	-	-	-	-	-
Jun-12	9,478	-	-	-	-



Accounts due or paid within each quarter	Sep-11	Dec-11	Mar-12	Jun-12
<b>All suppliers</b>				
Number of accounts due for payment	607	420	482	518
Number of accounts paid on time	607	419	473	516
Actual percentage of accounts paid on time (based on number of accounts)	100.00%	99.76%	98.13%	99.61%
Dollar amount of accounts due for payment (\$)	\$ 24,395,783	\$ 13,498,269	\$ 23,691,046	\$ 22,690,967
Dollar amount of accounts paid on time (\$)	\$ 24,395,783	\$ 13,498,078	\$ 23,594,730	\$ 22,670,138
Actual percentage of accounts paid on time (based on \$)	100.00%	100.00%	99.59%	99.91%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses			2	39
Number of accounts due to small businesses paid on time			2	39
Actual percentage of small business accounts paid on time (based on number of accounts)			100.00%	100.00%
Dollar amount of accounts due for payment to small businesses			\$ 23,380	\$ 297,612
Dollar amount of accounts due to small businesses paid on time			\$ 23,380	\$ 297,612
Actual percentage of small business accounts paid on time (based on \$)			100.00%	100.00%
Number of payments to small business for interest on overdue accounts	0	0	0	0
Interest paid to small business on overdue accounts	0	0	0	0

\* Please note that based on TC:11/21 dated 23 Dec 2011, NSW Businesslink commenced the process of identifying "Small Business Suppliers" commencing 1 January 2012. Therefore the first two quarters have been left blank for Small Business Suppliers.

## 21 | Disclosure of controlled entities

The FACS financial entity incorporate the division of Ageing, Disability and Home Care, Community Services, Housing NSW, Aboriginal Housing Office Group of Staff, as well as departmental staff who provided employee-related services to NSW Businesslink. FACS as a reporting entity comprises all the division under its control as noted above as well as the Home Care Service of NSW and the John Williams Memorial Charitable Trust.

Separate financial statements are prepared for other entities within the FACS cluster, namely, Aboriginal Housing Office, Home Purchase Assistance Fund and NSW Businesslink Pty Ltd. Financial details for these entities can be found in there respective Annual Report. ●

## 22 | Credit card certification

Credit card use by the Department of Family and Community Services was in accordance with NSW Government guidelines. ●

# Glossary & Index

# Glossary

## Acronym | Definition

<b>AbSec</b>	Aboriginal Child, Family and Community Care Secretariat (NSW)
<b>ABS</b>	Australian Bureau of Statistics
<b>ACHP</b>	Aboriginal Community Housing Provider
<b>ACP</b>	Attendant Care Program
<b>ACWA</b>	Association of Children's Welfare Agencies
<b>ACYFS</b>	Aboriginal Child, Youth and Family Strategy
<b>ADHC</b>	Ageing, Disability and Home Care (Division of FACS)
<b>ADT</b>	NSW Administrative Decisions Tribunal
<b>AFFORD</b>	Australian Foundation for Disability
<b>AHIS</b>	Aboriginal Housing Information Service
<b>AHO</b>	Aboriginal Housing Office (Division of FACS)
<b>AHURI</b>	Australian Housing and Urban Research Institute
<b>AIC</b>	Australian Institute of Criminology
<b>AICD</b>	Australian Institute of Company Directors
<b>AIHW</b>	Australian Institute of Health and Welfare
<b>ANZSOG</b>	Australia and New Zealand School of Government
<b>ARC</b>	Audit and Risk Committee
<b>BASS</b>	Ballina Accommodation Service
<b>BSC</b>	Business Service Centre
<b>CALD</b>	Culturally and linguistically diverse
<b>Capacity building</b>	Improving our ability, and that of the non government sector, to provide more, or better quality services.
<b>CCAP</b>	Community Care Access Point
<b>Challenging behaviours</b>	A range of behaviours that mean a person may need extra and specialised assistance in order for them to access services.
<b>CMRS</b>	Client Monitoring and Review System
<b>Community organisation</b>	Another term for non government organisation. Refers to organisations which we fund to provide services.

<b>Complex needs</b>	Some of our clients have a range of issues which need to be proactively addressed when we are delivering services. These may include mental illness, child protection issues, disability or any drug dependencies.
<b>COAG</b>	Council of Australian Governments
<b>CPI</b>	Consumer Price Index
<b>CWU</b>	Child Wellbeing Unit
<b>DAP</b>	Disability Action Plan
<b>DVPASS</b>	Domestic Violence Proactive Support System
<b>Early assistance</b>	Another term for early intervention.
<b>Early intervention</b>	Providing services or assistance to people before problems escalate.
<b>EEO</b>	Equal Employment Opportunity
<b>EIPP</b>	Early Intervention and Placement Prevention (program)
<b>EPMO</b>	Enterprise Program Management Office
<b>ERA</b>	Employment Related Accommodation
<b>ERM</b>	Enterprise Risk Management Framework
<b>FACS</b>	Department of Family and Community Services
<b>FCM</b>	Family Case Management
<b>FOI</b>	Freedom of Information
<b>GAD</b>	Governance and Assurance Directorate
<b>GIPA</b>	Government Information (Public Access) Act 2009
<b>HAC</b>	Housing Appeals Committee
<b>HACC</b>	Home and Community Care
<b>HAF</b>	Housing Affordability Fund
<b>HAIL</b>	Housing and Independent Living (project)
<b>HAP</b>	Homelessness Action Plan
<b>HCS</b>	Home Care Service of NSW
<b>HNSW</b>	Housing NSW (Division of FACS)
<b>IBA</b>	Indigenous Business Australia
<b>ICEP</b>	Inclusive Community Education Program

<b>ICT</b>	Information and communication technology
<b>IDF</b>	Industry Development Fund
<b>IFBS</b>	Intensive Family Based Service
<b>ILSI</b>	Independent Living Skills Initiative
<b>ISP</b>	Integrated Services Program
<b>JIRT</b>	Joint Investigative Response Team
<b>KBT Estate</b>	Killarney Vale, Bateau Bay and Tumbi Umbi Estate
<b>KiDS</b>	Key Information and Directory System
<b>KTS</b>	Keep Them Safe
<b>LAAP</b>	Local Aboriginal Action Plans
<b>LAHC</b>	NSW Land and Housing Corporation
<b>LGA</b>	Local government area
<b>MACA</b>	Ministerial Advisory Council on Ageing
<b>MAG</b>	Ministerial Advisory Group
<b>NAHA</b>	National Affordable Housing Agreement
<b>NDIS</b>	National Disability Insurance Scheme
<b>NDS</b>	National Disability Strategy
<b>NGO</b>	Non government organisation. Also known as community organisation. This term may also refer to some local government service providers.
<b>NPARIH</b>	National Partnership Agreement on Remote Indigenous Housing
<b>NPAH</b>	National Partnership Agreement on Homelessness
<b>NRAS</b>	National Rental Affordability Scheme
<b>OHS</b>	Occupational health and safety
<b>OOHC</b>	Out-of-Home Care
<b>PACT</b>	Protecting Aboriginal Children Together
<b>PID Act</b>	Public Interest Disclosures Act 1994
<b>Place based planning</b>	The new way we are delivering disability services that focuses on a community development approach rather than resource allocation model.
<b>PMO</b>	Program Management Office
<b>PSA</b>	Public Service Association
<b>Relative/ kinship care</b>	Children or young people in Out-of-Home Care placed with a relative or close family friends.
<b>RIHNP</b>	Remote Indigenous Housing National Partnership
<b>ROSH</b>	Risk of significant harm

<b>SALT</b>	Supporting and Linking Tradeswomen
<b>Schott Report</b>	NSW Commission of Audit Interim Report
<b>SDM</b>	Structured decision making
<b>SES</b>	Senior Executive Service
<b>SGCH</b>	St George Community Housing
<b>SHS</b>	Specialist Homelessness Services
<b>SHTAC</b>	Social Housing Tenants Advisory Committee
<b>SLF</b>	Supported Living Fund
<b>SMM</b>	Self Managed Model
<b>SPSS</b>	Statistical Package for Social Services
<b>STEM</b>	Science, technology, engineering and mathematics (HSC courses)
<b>Stronger Together</b>	A 10 year plan (2006-2016) to provide greater assistance and long term practical solutions for people with a disability and their families in NSW. This is split into five year plans.
<b>Stronger Together 2</b>	Refers to the second five year plan under Stronger Together, from 2011-16.
<b>TAFE</b>	Technical and Further Education
<b>TEP</b>	Teenage Education Payment
<b>TMF</b>	Treasury Managed Fund
<b>TTW</b>	Transition to Work
<b>U3A</b>	University of the Third Age
<b>VET</b>	Vocational education and training
<b>VOCSTATS</b>	Vocational Education and Training Statistics, produced by the National Centre for Vocational Education Research
<b>WHS</b>	Work health and safety
<b>WHS Act</b>	Work Health and Safety Act 2011
<b>WLA</b>	Women's Leadership Alliance
<b>WNSW</b>	Women NSW (Division of FACS)
<b>Wood Inquiry</b>	Special Commission of Inquiry into Child Protection Services in NSW
<b>WRAPP</b>	NSW Waste Reduction and Purchasing Policy

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[www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

## Our Divisions

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Please see divisional websites for regional contact details. Business hours for divisional head offices are from 9.00am to 5.00pm

Copies of this report and the department's financial statements and funding to non government organisations are available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

If you require a copy in an alternative format or language, please contact the department.

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