



Family &
Community Services

Annual Report 2010-11

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 2010-11 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.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jim Moore'.

Jim Moore

Acting 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

EXECUTIVE SUMMARY

"Our brand new unit with wheelchair access provides freedom and independence so I no longer feel like a prisoner in my home. Simple tasks like taking a shower and accessing nearby public transport with ease are now a reality!"

ALBERTO, HOUSING NSW TENANT, SYDNEY



Overview

WHO WE ARE

In April 2011, the Premier announced changes to the NSW public sector. As part of these changes, the Department of Family and Community Services (FACS) was established. From the previous Department of Human Services, the Aboriginal Affairs division transferred to the Department of Education and Communities, and the Juvenile Justice division transferred to the Department of Attorney General and Justice. The Office for Women's Policy transferred from the Department of Premier and Cabinet to FACS.

As at 30 June 2011, FACS comprised the following divisions:

- Aboriginal Housing Office
- Ageing, Disability and Home Care
- NSW Businesslink Pty Ltd (hereafter referred to as Businesslink)
- Community Services
- Corporate and Shared Services
- Housing NSW
- Office for Women's Policy
- Service Delivery Improvement
- Strategy, Governance and Portfolio Management.

WHAT WE DO

We deliver services to some of the most disadvantaged individuals, families and communities in NSW. We aim to enable vulnerable people to participate fully in NSW social and economic life and build stronger, more sustainable and inclusive communities.

OUR CLIENTS

Our clients include groups such as women, people from culturally and linguistically diverse backgrounds, seniors and young people, children

and families, Aboriginal people and Torres Straight Islanders, people with a disability and their families and carers and people who are homeless or in housing need.

OUR WORK AND OPERATING CONTEXT

In 2010–11, we measured our performance against key priorities outlined in the previous NSW State Plan, as well as through divisional corporate and business plans. The systems we use to obtain information about our service delivery and financial performance vary across the department. Better integration and improvement of these systems remains a priority for the future, as we progress the development of an integrated corporate plan for the department.

A strong legislative framework supports our work and is administered to fulfil our statutory obligations (see appendices for more detail).

This report covers divisional performance on:

- how we complied with legislative requirements
- the challenges affecting our work and how we addressed them
- whether we achieved what we set out to achieve
- how we improved on our performance from previous years
- how we delivered services
- how we managed our resources and people
- our future commitments
- our financial position.

Factors that impacted on service delivery during the year included:

- increasing demand for services from a diverse and growing client base, comprised of some of the most vulnerable and disadvantaged people in NSW
- increasing client expectations for better access to quality services and pathways through complex service systems
- population growth and changing demographics
- increasing financial and service delivery pressure
- the need to strengthen partnerships with the non-government sector and other service providers
- major national reforms with significant investment and performance measures agreed to by the Council of Australian Governments.

In response to these environmental factors, our work during the year focused on:

- better services for clients through a more joined-up service system focused on people's needs
- securing the safety and enhancing the wellbeing of vulnerable children and young people through prevention and early intervention services, child protection and out-of-home care
- strengthening the self-reliance of individuals and communities through community development
- encouraging seniors' involvement in their communities
- promoting the social and economic participation of people with disabilities in their communities through integrated support services
- providing access to affordable housing and housing related services.

Our organisational structure

The machinery of government changes transferred various functions from and to the department from 4 April 2011, as part of the *Public Sector Employment and Management (Departments) Order 2011*. These changes included the transfer of:

- staff principally involved in the administration of Chapter 12 and 12A of the *Children and Young Persons (Care and Protection) Act 1998* (provision of children's services) from FACS to the Department of Education and Communities
- the Aboriginal Affairs division from FACS to the Department of Education and Communities
- the Juvenile Justice division from FACS to the Department of Attorney General and Justice
- FACS staff principally involved in housing asset management to the Department of Finance and Services
- FACS staff principally involved in the provision of disaster welfare assistance to the Ministry for Police and Emergency Services
- the Guardianship Tribunal from FACS to the Department of Attorney General and Justice
- the Office for Women's Policy from the Department of Premier and Cabinet to FACS.

As at 30 June 2011, FACS is responsible to the following Ministers:

- The Hon. Pru Goward, MP Minister for Family and Community Services, and Minister for Women
- The Hon. Andrew Constance, MP Minister for Ageing, and Minister for Disability Services.

Responsibility for the *Housing Act* is shared between the Minister for Family and Community Services and the Minister for Finance and Services.

This Annual Report covers the period from July 2010 to June 2011. The Department of Education and Communities will report on the full financial year 2010–11 for the Office of Aboriginal Affairs. The Department of Attorney General and Justice will report on the full financial year for Juvenile Justice. The Department of Premier and Cabinet will report on the full financial year for the Office for Women's Policy.

KEY CORPORATE GOVERNANCE DECISION-MAKING BODIES

The Director General, as head of the department, is responsible for the overall leadership and management of the department's functions and activities.

The senior executive leadership team comprised the FACS Board, which is responsible for setting and managing the strategic direction of the department and overseeing an integrated, department-wide view of performance. It also leads work to set and foster an organisational culture consistent with the department's purpose and strategies. The Board comprises the Director General, Chief Executives and divisional heads.

The department's Audit and Risk Committee supported by Strategy, Governance and Portfolio Management assists the department's Director General to fulfil key oversight responsibilities. In particular, the committee oversees matters including financial performance and the financial reporting process; matters of accountability and internal control; the department's process for monitoring compliance with financial laws and regulations and its own code of conduct and code of financial practice, and the operation and implementation of the department's risk management framework.

Strategy, Governance and Portfolio Management provided a governance structure for the department, clarifying the key governance committee structures.

A number of other committees provide advice to the Director General and the Board, such as the Corporate and Shared Services Steering Committee and various cross-departmental senior officers' groups.

Our organisational structure

CONTINUED

DEPARTMENT OF FAMILY AND COMMUNITY SERVICES

Director General
Jennifer Mason¹
BA (Hons), BSocWk, MCrim



CHIEF EXECUTIVE AGEING, DISABILITY & HOME CARE

Jim Moore

BA (Hons) Com, GradDip (Acc)

Supporting older people, people with a disability & their carers to live in their own homes & to participate in community life



CHIEF EXECUTIVE BUSINESSLINK

Albert Olley

Bbus, GradDip (CorpGov), MAICD, ACIS

Providing shared business services



CHIEF EXECUTIVE COMMUNITY SERVICES

Annette Gallard²

Bsoc Stud, MComm, EFP

Promoting the safety & wellbeing of children & young people and building stronger families & communities



CHIEF EXECUTIVE HOUSING NSW ACTING CHIEF EXECUTIVE ABORIGINAL HOUSING OFFICE

Mike Allen

GradDip UEM

Developing safe, affordable & culturally appropriate housing, & promoting employment opportunities for Aboriginal people



ASSISTANT DIRECTOR GENERAL CORPORATE & SHARED SERVICES REFORM PROGRAM

Cliff Haynes

B Com, FCPA, FLGMA

Improving the efficiency & effectiveness of corporate & shared services



ASSISTANT DIRECTOR GENERAL SERVICE DELIVERY IMPROVEMENT

Peter Muir

BA (Soc), AssocDip (SocWel)

Improving & better integrating FACS services for clients



ASSISTANT DIRECTOR GENERAL STRATEGY, GOVERNANCE & PORTFOLIO MANAGEMENT

Christine Howlett³

MCrim (Hons), BA Crim/ PolSci (Hons), GradCertMgt

Improving departmental accountability & governance, strategy and policy development to ensure a whole-of-department view

¹ Jennifer Mason was the Director General as at 30 June 2011 but was on extended leave. As at 30 June Jim Moore was acting in this role.

² Anne Campbell was appointed Acting Chief Executive Community Services on 1 July 2011 following Annette Gallard's retirement.

³ Christine Howlett is also FACS Chief Audit Executive.

Our financial performance

FORMATION AND REPORTING STRUCTURE

As at 30 June 2011, financial results for FACS incorporate Aboriginal Affairs, Ageing, Disability and Home Care, Community Services, Juvenile Justice, Housing NSW, Aboriginal Housing Office Group of Staff, and Office for Women's Policy, as well as providing (under the personnel supply contract) shared services staff to NSW Businesslink Pty Ltd – 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 cluster, namely Housing NSW (the NSW Land and Housing Corporation), Aboriginal Housing Office and NSW Businesslink Pty Ltd. They are all not-for-profit entities.

In April the NSW Government announced changes to administrative arrangements for the public sector, which meant that some areas of our department transferred to other government agencies and we welcomed the Office for Women's Policy into FACS. The financial result includes nine months of the financial results for Juvenile Justice, Aboriginal Affairs, the Guardianship Tribunal, Disaster Recovery Programs, and Children Services. The Office for Women's Policy financial results are included from April 2011. All other components of FACS are reflected for the full financial year.

FINANCIAL PERFORMANCE

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

Our Net Cost of Services (NCOS) for the year was \$4.2 billion, which was marginally below budget by \$36 million.

Total income for the year was \$0.4 billion, with the vast majority provided via Appropriation and Grants from the NSW and Commonwealth Governments and through the provision of goods and services.

In 2010–11, we had expenditure of \$4.6 billion in delivering services across NSW and \$1.4 billion on capital works. Our largest category of expenditure of \$2.4 billion was in the delivery of our major programs including the Disability Services Program, the Home and Community Care Program, Out-of-Home Care (OOHC), Prevention and Early Intervention and the Aboriginal Communities Development Program. Many

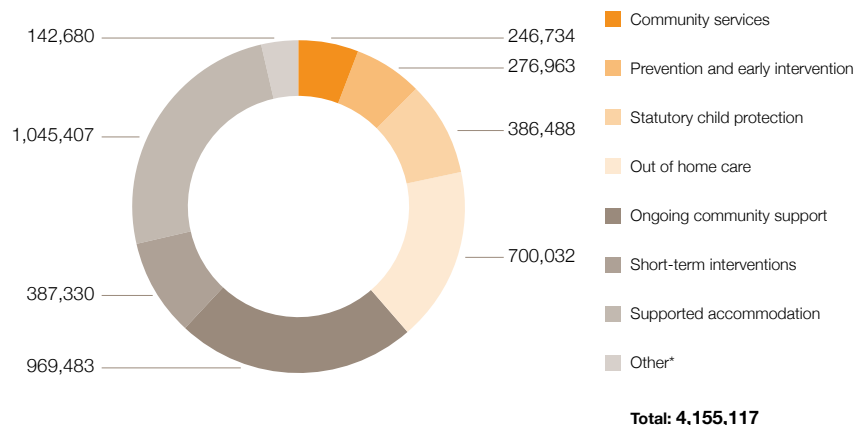
of these programs are delivered by NGOs on our behalf. During the year, we made payments of approximately \$2 billion to deliver these funded services.

Other items of expenditure included employee related expenses (\$1.7 billion), other operating costs (\$0.4 billion) and depreciation (\$0.07 billion).

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) and a Chief Audit Executive, and operates within 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.

Family and Community Services financial summary – Net cost of services as at 30 June 2011 (\$'000)



* Total NCOS from Aboriginal Housing Office, Housing NSW, Businesslink, central corporate costs, Office for Women's Policy, Home Care Service of NSW, John Williams Trust, Juvenile Justice service groups and Aboriginal Affairs service groups.

Our financial performance

CONTINUED

The following entities are part of the Family and Community Services cluster, and their financial performance is summarised below.

HOUSING NSW

Housing NSW (the NSW Land and Housing Corporation) provides public housing and housing assistance to people with the greatest need in NSW.

From 1 October, 2011, the NSW Land and Housing Corporation was transferred to the Department of Finance and Services. However, for the period of this report it was still operating as the Corporation.

Total revenue for the year was \$1.77 billion, with the main source of income being government funding from both the NSW and Commonwealth Governments which total \$0.94 billion. The major funding was Commonwealth related under the Nation Building Economic Stimulus Plan (NBESP) with \$482.6 million to deliver over 4,483 new social housing homes.

In addition, \$296.2 million were received from the Commonwealth under the National Affordable Housing Agreement, with state funding of \$146.2 million. \$699 million were generated through rental and other tenant charges to our customer base. Total expenditure for the year was \$2.43 billion, with the major components being; \$202.3 million in housing repairs and maintenance, \$323.7 million in depreciation, \$234.7 million in personnel services and \$196.6 million in council and water rates.

As a result of the NBESP, there was continued increased capital expenditure in 2010–11, with a total capital program of \$1.22 billion. In 2010–11, 3,076 NBESP homes were vested to community housing providers to significantly grow the community housing sector in NSW. The impact of this transfer was \$945.7 million as a grant to community groups – vested properties.

Housing NSW's total asset base is valued at \$31.5 billion.

ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office (AHO) is a statutory body that plans and administers the policies, programs and asset base for Aboriginal housing in NSW. The AHO is a not-for-profit entity. Total revenue for the year of \$197 million comprised mainly state and government funding in relation to the National Affordable Housing Agreement (NAHA) and the Remote Indigenous Housing National Partnership (RIHNP), as well as rental income generated from its client base. Total expenditure for the year was \$87 million, of which the major expenses were property expenses of \$38 million and personnel services of \$9 million. The capital program for the year was \$47.1 million, resulting in 85 new homes for Aboriginal clients. Total assets as at 30 June 2011 were marginally above \$1.1 billion.

NSW BUSINESSLINK PTY LTD

NSW Businesslink Pty Ltd is a company limited by shares. It provides shared services to FACS and other organisations. It is a not-for-profit entity and covers its costs through fees for services. Businesslink's shared services staff are provided by FACS under the personnel supply contract. Costs for the year were \$187 million with the major items being personnel costs (\$64 million), contractor expenses (\$63 million), information technology (\$20 million), depreciation (\$17 million) and telecommunications (\$11 million). The surplus for the year was \$19 million.

No wrong doors at Walgett one-stop-shop



There are no wrong doors for people in Walgett needing a helping hand from the Department of Family and Community Services (FACS), thanks to a new one-stop-shop which opened in December 2010.

The new centre allows people in Walgett and surrounding areas to easily access a range of FACS services – from housing advice to reporting child protection issues, financial support for carers to seniors’ card applications – all from one single location. More than 1,000 clients have been helped in the six months since the centre opened.

Assistant Director General Service Delivery Improvement, Peter Muir, said access centres such as Walgett eliminated the need

for people to have to repeat their story at multiple offices.

“The focus is on providing quick and effective information, advice, assessment and referral to connect people with the support they need.

“For staff it means that decision-making is as close as possible to the people who use our services. They have a better understanding of the range of clients’ needs and work closely with colleagues with different areas of expertise,” Peter said.

“This will help us reach people earlier and more effectively with prevention and early intervention services to provide clients with more positive outcomes.

“It’s a different way of working for our department, and a more coordinated approach is making a positive difference to local communities,” Peter said.

People visiting the access centre have said they are happy with one point of contact and feel better informed about a broader range of services available to them.

Walgett resident Jacqueline* regularly uses the access centre, along with her two granddaughters and her son, who has mental health needs.

“Having this office here with everyone in it has made things so much easier for me and my family. Things are starting to change in Walgett since you (the access centre) have been here,” said Jacqueline.

FACS access centres have also been established in Nyngan and Wilcannia, with more planned for other NSW communities in disadvantaged regional and remote areas.

Establishing these access centres is one of many reforms being implemented to better integrate services across the department for clients.

* Name has been changed.

Our performance

FACS led on priorities under three separate chapters of the NSW State Plan – Stronger Communities, Clever State and Better Transport and Liveable Cities.

Stronger Communities

Community Services led responsibility for actions to improve child wellbeing, health and safety. Ageing, Disability and Home Care (ADHC) reported against the priority to increase employment and community participation for people with disabilities. Housing NSW led work on behalf of the department to reduce the number of NSW people who are homeless.

Better Transport and Liveable Cities

Housing NSW led the department's responsibilities in improving housing affordability.

Clever State

Community Services led the department's responsibilities to make sure children have skills for learning by school entry.

The performance of each division is reported in subsequent chapters. This section provides an overview of key whole-of-department work which cuts across all FACS divisions.

RESPONDING TO THE NEEDS OF ABORIGINAL PEOPLE

The department has a range of specific Aboriginal programs while at the same time incorporating strategies to address disadvantage across activities departmentwide. FACS has nearly eight percent of its workforce identifying as being of Aboriginal or Torres Strait Islander background, one of the highest percentages of Aboriginal employees in the NSW Government.

Specific initiatives in 2010–11 included:

- launching the ADHC Aboriginal Policy Statement, which provides the foundation to strengthen services for older Aboriginal people, Aboriginal people with a disability, their families and carers
- funding of \$3.7 million for 62 projects under the Aboriginal Child, Youth and Family Strategy, a statewide prevention and early intervention strategy aimed at children aged up to five years, their families and communities
- implementing the ADHC Aboriginal Service Delivery Model to improve access to disability services
- establishing 20 Homelessness Action Plan (HAP) Projects to focus on providing housing and tenancy support for Aboriginal people
- setting up nine new Aboriginal Child and Family Centres to provide integrated services tailored to the needs of local Aboriginal families, including child care services and parent and family support services.

Further details on our progress in implementing these plans and strategies can be found in divisional chapters of this report.

IMPROVING SERVICES FOR CLIENTS

A key focus of FACS work has been implementing a range of reforms to deliver an improved service delivery system for our clients. The reforms include:

- delivering better joined up services to shared clients with multiple and complex needs
- improving the electronic and interpersonal referral networks to assist staff in referring and monitoring clients
- establishing place-based planning in selected communities where service responses could be improved
- aligning internal FACS regional boundaries
- establishing access centres and a No Wrong Door Policy to improve clients' access to our full range of products and services.

Seven Regional Executive Directors and two project managers per region were appointed to implement service delivery improvement reforms at a regional level.

During the year, work continued to shift to more client-centred services better tailored to the needs and outcomes of individuals.

A key reason for the Government's establishment of FACS is to improve integrated service delivery to common and multi-agency clients.

A regional integrated service delivery model for shared clients with multiple and complex needs has been implemented across all regions and has considered more than 61 cases involving 121 clients.

The program will monitor the progress of the interventions for these complex clients as an ongoing review at key points will be vital in understanding, not only the barriers and challenges for clients in our system, but recording what works to improve their lives and our practice.

Work commenced to align our internal regional boundaries into a smaller number of consistent top-level boundaries to ensure a unified and co-ordinated FACS structure.

FACS access centres opened for business in Walgett and Nyngan in the western region in December. Land has been purchased in Wilcannia and planning is underway for this to become a new FACS purpose built access centre.

These access centres provide integrated services to the community from one location and better respond to local needs. Further sites are being delivered across NSW over the next four years.

The 'One Place, One Plan' integrated local level planning framework being developed will provide a more structured approach to interagency collaboration and community planning and will deliver a single-FACS plan for key geographic communities across NSW.

The program is being implemented in 15 locations across NSW and is expected to be delivered over four years using a phased approach.

Work also continued to improve referral networks across FACS

and other government and non-government agencies.

The NSW Human Services Network (HSNet) is a website established to support agencies in the human services sector to deliver services in a coordinated and effective way. HSNet enables information sharing across government and non-government agencies. In particular, HSNet helps member organisations provide improved services to clients by enabling the easy location of health, housing, family, legal and community service information locally and across NSW, and supporting secure referrals between organisations.

During the year HSNet was transferred from the former Department of Services, Technology and Administration to FACS, with work being undertaken to strengthen this platform as a key tool for information sharing and referral networks across human services.

Work also continued to explore ICT opportunities to enable a 'single view' of clients across our divisions. This work is complex and will be subject to careful scoping and stakeholder consultation to ensure the department strikes the right balance in meeting privacy considerations to get the best outcomes for clients.

A 'single view' of FACS clients will provide a more holistic view of the client and co-ordinated services can be provided across the department. The new system will provide top level information from current systems to provide an overview of all FACS clients.

WORKING TOGETHER WITH NON-GOVERNMENT ORGANISATIONS

FACS provides more than \$2 billion to around 4,000 non-government organisations. Full details can be found in the funding to non-government organisations (NGOs) addendum of this report.

NGOs play a key role in joint service delivery to FACS clients. Their strength often lies in the fact that they work closely with and represent clients at the local level, identifying and articulating the problems they face on the ground. NGOs also make unique and distinctive contributions because they can harness and combine philanthropic resources and social capital which are not always available to government agencies and business.

Improving integrated service delivery with NGOs is a high priority for the department.

We are also investing substantial resources in developing the capacity and productivity of the NGO sector to ensure that these services are well placed and we build a sustainable system to deliver services to people in need.

On 30 June 2011, the NSW Government announced a new direction for Brighter Futures, with increased early intervention and prevention services to be provided by the non-government sector. To support this, the government announced an extra \$10 million in 2011–12 to expand NGO provision of Brighter Futures. Community Services will provide early intervention case management services through Stronger Families targeted to higher-risk families with children under nine who meet the risk of significant harm threshold

Our performance

CONTINUED

CHILD WELLBEING UNITS

Child Wellbeing Units (CWUs) have been established as part of the child protection and wellbeing reforms implemented under Keep Them Safe in the Department of Family and Community Services, NSW Health, NSW Police and the Department of Education and Communities (DEC). The key functions of each CWU are to:

- support agency mandatory reporters in identifying whether their concerns about a child, young person or unborn baby meet the risk of significant harm statutory threshold for reporting to the Child Protection Helpline
- provide advice to agency mandatory reporters about possible service responses for children, young people and families, particularly where the child wellbeing concerns are below the risk of significant harm threshold
- drive better alignment and coordination of agency service systems over time, to enable better responses to children and families in need of assistance.

During the year, the FACS CWU took 1,157 calls and recorded concerns regarding 1,354 children and young people, including concerns regarding 321 Aboriginal children and young people. The main age groups reported were those aged 5–11 years followed by those aged 12–15 years.

The major concerns reported were about neglect, either in relation to supervision of children or in relation to their physical shelter and environment. FACS CWU staff undertook more than 4,200 activities in response to these calls, for example referral advice, information exchange or assistance with using the new Mandatory Reporter Guide.

FACS' leads on many of the initiatives supporting the implementation of Keep Them Safe. Details can be found in divisional chapters.

In line with the Special Commission of Inquiry into Child Protection Services in NSW, the government is committed to the gradual transition of the majority of out-of-home care (OOHC) to the non-government sector. This transfer needs to occur in a way that delivers better outcomes for children and young people and is sustainable for the NGO sector and the government.

To support this process, a roundtable meeting was convened with NGO OOHC providers in June 2011 to commence discussions. A joint NGO/Government Ministerial Advisory Group was also announced to ensure shared planning and to support the successful transition of services to meet the timeframes for new OOHC contracts by January 2012.

An effective social housing system requires a strong, diverse and well-regulated community housing sector. Increasing the sector's level of property ownership is a key strategy to help grow social housing properties. Housing NSW's community housing growth strategy, Planning for the Future, is well on the way to helping the sector grow to 30,000 properties by 2016. In April 2011, ownership of 3,076 public housing properties was transferred to 14 community housing providers across NSW.

As non-government organisations, community housing providers are able to leverage these assets to access finance streams not available to government and as charities they are also entitled to a range of tax exemptions when purchasing new properties.

We are working in partnership with the disability services sector to ensure that our service system is integrated, sustainable and has the capacity to deliver improved services which respond to a broader range of individual choices.

FACS is also undertaking work to support NGOs to grow to help meet future service demands and equipping them to operate more efficiently.

SACS Award

The NSW Government is fully committed to working in partnership with the community services sector on the outcomes of the Australian Service Union's Equal Remuneration Claim, currently before Fair Work Australia (FWA).

Consultation with the sector has resulted in agreement to undertake further work to

prepare for the implementation of the FWA decision.

Within FACS, ADHC is leading work with sector representatives and industry parties to actively engage them in the development of these positions, including co-ordinating input and responses across their membership.

Reducing red tape

ADHC is leading coordination of red tape reduction initiatives across FACS divisions which have streamlined processes, promoted innovation, reduced compliance costs for business or reduced administrative costs for the NSW Government.

Red tape reductions undertaken include initiatives which have delivered benefits through:

- streamlined processes
- innovation
- reduction of compliance costs for business
- reduction of administrative costs for the government.

Key achievements have included:

- common selection criteria for procurement established across FACS divisions
- standardised insurance requirements for funded NGOs to cap premiums across FACS divisions
- implementation of the standardised National Chart of Accounts
- streamlined compliance monitoring and improved NGO performance management information sharing across FACS divisions.

FACS is developing further opportunities to reduce the compliance burden on organisations that are funded for multiple programs and across more than one FACS division. A variety of initiatives are underway, including:

- introduction of full e-tendering as an option for NGOs seeking access to funding in bulk tenders
- the development of new, simplified funding agreements with a focus on offering agreements with longer terms, and which will achieve consistency in administration between program areas and across FACS divisions
- further reforms to funding acquittal processes to support organisations to adapt and respond to people's packaged supports and person centred approaches, and to better align financial acquittals to other business reporting requirements
- improvement in the use of pre-registration panels for service allocation to ensure more streamlined selection of funded services
- development of a quality framework which recognises organisations' existing accreditation systems and supports them to develop systems to continuously improve their service delivery
- implementation of information sharing across FACS divisions to reduce administrative burden on organisations of duplicate requests for information, and for agencies to formally share and recognise performance information
- further information technology developments to provide benchmarked performance information back to providers and support continuous improvement processes.

Further details about the way we work in partnership with NGOs can also be found in division chapters.

TACKLING HOMELESSNESS

Work has commenced under the Homelessness Action Plan to reduce homelessness. One of our key targets is to reduce homelessness among Aboriginal people by one third by 2013. To achieve this, we have established 20 Homelessness Action Plan Projects that provide housing and tenancy support for Aboriginal people, and we are increasing Aboriginal representation on Regional Homelessness Committees to ensure that services are tailored to meet the needs of Aboriginal people.

We also continued to support the growth of the community housing sector, transferring ownership of 3,076 public housing properties to 14 community housing providers and increasing the number of homes in the sector to 24,584.

Applying for housing became easier with the implementation of Housing Pathways, which provides applicants with one form, one process and one housing register, making it easier and fairer to apply for housing assistance across NSW.

The Aboriginal Housing Office continued to implement the Build and Grow Aboriginal Community Housing Strategy and implemented a new registration system for Aboriginal community housing providers.

Further details about the way we work to tackle homelessness can also be found in division chapters.

Our performance

CONTINUED

MORE EFFICIENT AND STREAMLINED SYSTEMS

Corporate and Shared Services support our divisions in delivering services to clients and other government departments, particularly the Department of Finance and Services, Treasury and the Department of Premier and Cabinet.

In 2010–11, highlights in delivering more efficient and streamlined systems included:

- developing an integrated whole-of-FACS Information Strategy
- developing the first phase of an integrated whole-of-FACS Business Intelligence Strategy
- an integrated whole-of-FACS Total Asset Management Plan, incorporating a whole-of-department Office Accommodation Strategy and Procurement Strategy
- whole-of-FACS financial governance, including integrated management performance reports
- oversight of the successful achievement of the department's Information Communication Technology and other savings efficiency targets
- approval from the Department of Finance and Services for the FACS business case to support the investments required to deliver both our Corporate and Shared Services Strategy and ICT savings targets.

STRATEGY, GOVERNANCE AND PORTFOLIO MANAGEMENT

During the year, the Strategy, Governance and Portfolio Management division established and led a central program management office to drive delivery of the reform agenda across the department, coordinated cross agency activity and supported reporting to Government on key reforms.

Cross-portfolio policy development and service delivery action was provided through support of the Justice and Human Services Chief Executive Officers Forum, chaired by the Director General.

The division established and supported the operation of the FACS Audit and Risk Committee, and implemented an Enterprise Risk Management Framework, in compliance with NSW Government policy.

An integrated strategic planning framework was developed for the department, setting out key goals, targets and actions to underpin forward corporate planning and performance reporting.

The division also established responsive Ministerial and Parliamentary support systems, and proactive leadership of internal and external communications strategies.

Our priorities in 2011-12

In 2011–12, we will build on work to deliver:

- a people centred service system where clients are more involved in decision-making and receive better customer service
- early and appropriate services – access to the right services at the right time
- inclusive communities – stronger community partnerships to get better outcomes and enable participation

- an efficient and sustainable service system – to better manage demand, reduce costs and free up frontline staff.

This will support our goals, which are to see that:

- children and young people are safe and developing optimally in a stable environment
- people have stable and sustainable accommodation
- people with a disability are supported to realise their potential

- people are safe from family and domestic violence
- seniors participate fully in community life
- Aboriginal peoples' needs are met
- women have equal opportunities.

"It's important for us to work in partnership with the 4,000 non-government organisations that we provide more than \$ 2 billion in funding to, so we can offer effective, easy-to-access services to our clients. Non-government organisations are best placed to understand issues at a local level, and together we can improve vital services for communities in NSW!"

–Simone, Director NGO Engagement and Funding