

APPENDICES

1. LEGISLATION AND LEGAL CHANGES	143
2. HUMAN RESOURCES	147
3. EQUAL EMPLOYMENT OPPORTUNITIES	149
4. OCCUPATIONAL HEALTH AND SAFETY	153
5. PERFORMANCE AND NUMBER OF EXECUTIVE OFFICERS	157
6. MULTICULTURAL POLICIES AND SERVICES PROGRAM	165
7. DISABILITY ACTION PLANS	168
8. OVERSEAS VISITS	171
9. CONSULTANTS	172
10. RIGHT TO INFORMATION	173
11. PRIVACY AND PERSONAL INFORMATION	175
12. CONSUMER RESPONSE	176
13. LAND DISPOSAL	180
14. CREDIT CARD CERTIFICATION	180
15. DISCLOSURE OF CONTROLLED ENTITIES	180
16. ENVIRONMENTAL SUSTAINABILITY	181
17. INTERNAL AUDIT AND RISK MANAGEMENT	183
18. RESEARCH AND DEVELOPMENT	189
19. PAYMENT OF ACCOUNTS	194

1. Legislation and legal changes

ABORIGINAL HOUSING OFFICE

Principal Acts administered

Aboriginal Housing Act 1998 No 47

Amendments to legislation

Residential Tenancies Act 2010
The *Statute Law (Miscellaneous Provisions) Act 2011 No 27*, which was assented to on 27 June 2011 and commenced on 8 July 2011, amends section 36 of the *Residential Tenancies Act 2010* to dispense with the requirement to provide a rent receipt where the Aboriginal Housing Office is the landlord for a residential lease. This mirrors a previous exemption in the repealed *Residential Tenancies Act 1987*.

Significant judicial decisions

Nil

AGEING, DISABILITY AND HOME CARE

Principal Acts administered

Disability Services Act 1993

Home Care Service Act 1988

Youth and Community Services Act 1973

Carers (Recognition) Act 2010

Guardianship Act 1987

(responsibility for this act moved to the Department of Attorney General and Justice on 2 June 2011)

Community Services (Complaints, Reviews and Monitoring) Act 1993 (administered jointly with Community Services)

Community Welfare Act 1987 (jointly with Community Services)

Amendments to legislation

The *Disability Services Regulation 2010* defines a class of services in section 4 of the *Disability Services*

Act 1993 which started on 9 July 2010. The *Youth and Community Services Regulation 2010*, which includes new requirements for licensees and licensed managers of residential centres for handicapped persons, started on 1 September 2010. The *Guardianship Regulation 2010* has replaced the *Guardianship Regulation 2005*, which was repealed on 1 September 2010 by section 10 (2) of the *Subordinate Legislation Act 1989*.

Significant judicial decisions

Nil

BUSINESSLINK

Principal Acts administered

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 and significant judicial decisions

Nil

COMMUNITY SERVICES

Principal Acts administered

Adoption Act 2000

Child Protection (International Measures) Act 2006

Children and Young Persons (Care and Protection) Act 1998 (except parts 12 and 12A which are administered by the Minister for Education)

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)

Responsibility for the *Children (Education and Care Services National Law Application) Act 2010* and the *Children (Education and Care Services) National Law (NSW)* was transferred to the Minister for Education on 3 April 2011 (see Transfer of Acts below).

Amendments to legislation

Adoption Act 2000

The Adoption Amendment (Same Sex Couples) Act 2010 No 2 came into effect on 15 September 2010. The original Bill was introduced into the NSW Legislative Assembly by the Hon. Clover Moore MP and enables couples of the same sex to adopt children. The then Minister for Community Services moved an amendment to the Bill to provide an exemption for faith-based organisations from *Anti-discrimination Act 1977* with respect to discrimination on transgender grounds or the ground of homosexuality when providing adoption services under the *Adoption Act 2000*. The amendment was accepted. The Act also inserted new provisions into the *Adoption Act 2000* allowing non-identifying background information about the prospective adoptive parents to be made available to birth parents, and for parents consenting to adoption to express their wishes about their preferred background, beliefs or domestic relationship of any adoptive parent.

Amendments were made under the *Statute Law (Miscellaneous Provisions) Act 2010 No 2* to Section 91 of the *Adoption Act 2000* by inserting a new subsection (6A), which will

1. Legislation and legal changes

CONTINUED

allow the principal officer of an accredited adoption service provider to delegate their function of preparing reports for court adoption applications. The amendments came into effect on 29 November 2010.

Children and Young Persons (Care and Protection) Act 1998
The *Children and Young Persons (Care and Protection) Amendment (Children's Services) Act 2010* introduced a new licensing and approval process for children's services in NSW. The new licensing system allows the issue of separate approvals for the service provider, the children's service and the authorised supervisor in order to reduce red tape for both the regulator and the children's services sector. These amendments set the groundwork for the national legislation which will apply to the majority of children's services in NSW from 1 January 2012. Children's services transferred to the Minister of Education on 3 April 2011. For more information, see Transfer of Acts.

Further amendments to children's services were made by the *Children and Young Persons (Care and Protection) Amendment Act 2010*, which will:

- extend the statement of principles underlying the provision of children's services to the licensing system for children's services
- provide for a more extensive range of investigation and enforcement powers in connection with the regulation of children's services
- improve access to information about children's services.

Other amendments made to the *Children and Young Persons (Care and Protection) Act 1998* include amendments relating to the provision of voluntary out-of-home care and other miscellaneous amendments. These provisions began on 7 February 2011.

The *Statute Law (Miscellaneous Provisions) Act 2010* made minor amendments to the *Children and Young Persons (Care and Protection) Act 1998* in relation to the children's guardian's regulatory functions, particularly in respect to voluntary out-of-home care, and clarified the definition of designated agency. These amendments commenced on 9 July 2010.

Children (Education and Care Services National Legislation Application) Act 2010

The *Children (Education and Care Services National Legislation Application) Act 2010* was agreed on 29 November 2010. It provides the legislative framework for the Education and Care Services National Law. The National Law provides a legislative framework for a national approach to the regulation of education and care services provided to children under 13 years of age. This includes long day care, preschool, family day care and outside of school hours care. The National Law will apply to children's services from 1 January 2012. The National Law Act was transferred to the Minister for Education on 3 April 2011. For more information, see Transfer of Acts.

Community Welfare Act 1987 (except part 5 which is administered by the Minister for Police and Emergency Services) Amendments were made under the *Statute Law (Miscellaneous Provisions) Act 2010* No 2 to section 15 of the *Community Welfare Act 1987* to remove provisions for the establishment of the Community Welfare Advisory Council (the Council). The Council, which was intended to provide advice to the Minister on matters relating to community welfare and social development, had not been constituted for many years as it has been replaced by a series of specific purpose advisory groups. Other amendments were made to the Act in order to remove all references to the Council. These amendments commenced on 7 January 2011.

Amendments to regulations

Adoption Regulation 2003

The *Adoption Amendment (Same Sex Couples) Act 2010* No 2) made amendments to the *Adoption Regulation 2003* to support the amendments made to the *Adoption Act 2000* (see above under Amendments to legislation). These amendments commenced on 15 September 2010.

Children and Young Persons (Care and Protection) Regulation 2000

The *Children and Young Persons Legislation Amendment Regulation 2011* made minor amendments to the *Children and Young Persons (Care and Protection) Regulation 2000* and the *Children and Young Persons (Savings and Transitional) Regulation 2000*. The Regulation commenced on 7 February 2011.

Children's Services Regulation 2004

The *Children's Services Amendment Regulation 2010* amended the *Children's Services Regulation 2004* to support amendments to the children's services provisions of the *Children and Young Persons (Care and Protection) Act 1998*. The amendments commenced on 1 January 2011. The administration of the *Children's Services Regulation 2004* has now been transferred to the Minister for Education. For more information, see Transfer of Acts.

Transfer of Acts

Allocation of the Administration of Acts 2011

The *Allocation of the Administration of Acts 2011* transferred the administration of the following legislation relating to children's services and out of school hours care services:

- *Children and Young Persons (Care and Protection) Act 1998*, Chapters 12 and 12A and any other provisions of that Act so far as they relate to functions under Chapters 12 and 12A, have been transferred to the Minister for Education. This transfer was effective as of 3 April 2011.
- *Children (Education and Care Services National Law Application) Act 2010* and the *Children (Education and Care Services) National Law (NSW)* have been transferred to the Minister for Education. This transfer was effective as of 3 April 2011.
- *Community Welfare Act 1987*, so far as any provisions of the Act relate to functions under Chapters 12 and 12A of the *Children and Young Persons (Care and Protection) Act 1998*, has been transferred to the Minister for Education. This transfer was effective as of 2 June 2011.

Disaster Welfare Assistance Community Welfare Act 1987, Part 5 and any other provisions of that Act so far as they relate to functions under Part 5, were transferred to the Minister for Police and Emergency Services. This transfer was effective as of 2 June 2011.

Significant judicial decisions

Child Welfare – NSW Supreme Court and Court of Appeal

Re Kerry [2010] NSWCA 232

This decision of the Court of Appeal concerned an application for interim access rights to a child whilst in hospital in lieu of prerogative relief where an order would affect a decision of the District Court. It was held that the court has the power under section 69 of the *Supreme Court Act* to make the necessary orders (which it in fact made) but the court takes the same restrictive view of when it should make orders as it does when exercising its parent's *patria* jurisdiction.

Re Tracey [2011] NSWCA 43

This decision of the Court of Appeal concerned the relevance of the statutory principle about least intrusive intervention to decisions about the care plan and final orders and whether the UN Convention on the Rights of the Child (UNCROC) was a relevant consideration when looking at a section 80 Care Plan (the child being born outside Australia).

Application of MKM and RDM: re SCH [2010] NSWSC 1270

This decision of Brereton J of the Supreme Court related to the proposed adoption of a stepchild by her mother and stepfather. An application was made to dispense with the father's consent, but it was held that the child's consent was the only consent required (which had been given) and therefore no consent dispense order was required.

The applicants had failed to seek leave from the Family Court to bring the adoption application,

as required by section 60G of the *Family Law Act*. The court held that s60G applications are a special federal matter within the meaning of the *Commonwealth Jurisdiction of Courts (Cross-vesting) Act 1987* and, therefore, the Supreme Court should only exercise cross-vested jurisdiction if there are special circumstances.

Re B [2010] NSWSC 1155

This decision of Palmer J of the Supreme Court related to the proposed adoption of a 10-year-old and whether to dispense with the father's consent and found two issues to be considered:

- is there a realistic possibility that the father will be able to resume the full-time care of the child in the fairly near future
- is it in the best interests of the child to make a decision about adoption now or wait until the child is 12 and can give sole consent to adoption if the child so wishes to be adopted.

Application of H and H: child JW [2011] NSWSC 93

This decision of Hallen AJ of the Supreme Court related to the proposed adoption of a child where a change of name was proposed. The court found there were special circumstances to do so, based on evidence from the applicants that demonstrates their commitment to preserve the child's identity and culture.

Family Court of Australia

Re Sean and Russell (Special Medical Procedure) [2010] FamCA 948

This decision of Murphy J concerned whether a procedure to remove testes and kidneys from two boys suffering from Denys-Drash Syndrome was a special medical procedure requiring court consent. It was found that the procedure did not require court consent as it was "sterilisation which is a by-product of surgery appropriately carried out to treat some malfunction or disease" and therefore within the

1. Legislation and legal changes

CONTINUED

exception set out in *Re Marion*. The parents were found to have the authority to give the necessary consent. The court also confirmed that the proposed procedure was in the best interests of the children and made orders declaring that the parents are permitted to authorise the proposed surgery and any further necessary consequential procedures to give effective treatment for the condition Denys-Drash Syndrome.

Department of Human Services and Brigham and Anor [2010] FamCA 937

The decision of Cohen J examined the production of reports of risk of harm by the department in response to subpoenas.

HOUSING NSW

Allocation of the Administration of Acts

The *Allocation of the Administration of Acts 2011* (No 2 – General Allocation) which commenced on 3 April 2011:

- allocated responsibility for the administration of the *Housing Act 2001* No 52 and the *Commonwealth State Housing Agreement Act 1946* No 19 jointly to the Minister for Finance and Services and the Minister for Family and Community Services
- allocated responsibility for the administration of the *HomeFund Restructuring Act 1993* No 112 (except for ss14–16 and Schedule 2 for which the Minister for Commerce and/or the Minister for Fair Trading was responsible) and the *Loan Fund Companies Act 1976* No 94 to the Minister for Finance and Services.

Principal Acts administered

Housing Act 2001 No 52[#]

Commonwealth and State Housing Agreement Act 1946 No 19[^]

*Commonwealth and State Housing Agreement Act 1956**

*Housing Agreement Act 1956**

*Housing Agreement Act 1961**

*Housing Agreement Act 1966**

*Housing Agreement Act 1973**

*Housing Agreement Act 1974**

*Housing Agreement Act 1978**

*Housing Agreement Act 1981**

*Housing Agreement Act 1985**

From 3 April 2011, this Act became jointly administered with the Department of Finance and Services.

^ Was repealed by the *Statute Law (Miscellaneous Provisions) Act 2011* No 27, agreed on 27 June 2010 and began on 8 July 2011.

* Denotes a non-current Act, which has since been repealed by the *Statute Law (Miscellaneous Provisions) Act 2011* No 27 agreed on 27 June 2010 and began on 8 July 2011.

Amendments to legislation and regulations

Amendment to Housing Act 2001

Section 58E of the *Housing Act 2001* was amended to exclude certain parts of the *Residential Tenancies Act* where the Director General terminates the lease of a “registrable person” as defined in the *Housing Act 2001*. This amendment was necessary to bring the former wording in line with the provisions of the new *Residential Tenancies Act 2010*, which commenced on 31 January 2011.

Amendment to Residential Tenancies Act 2010

The *Statute Law (Miscellaneous Provisions) Act 2011* No 27, which was agreed on 27 June 2011 and began on 8 July 2011, amends section 36 of

the *Residential Tenancies Act 2010* to dispense with the requirement to provide a rent receipt where the NSW Land and Housing Corporation is the landlord of a residential lease. This reflects a previous exemption in the repealed *Residential Tenancies Act 1987*.

Amendment to State Environmental Planning Policy (Affordable Rental Housing) 2009

The *State Environmental Planning Policy (Affordable Rental Housing) Amendment 2011*, which commenced on 20 May 2011, preserves the powers of the NSW Land and Housing Corporation to self-approve certain affordable housing developments on the condition that those projects start before 20 May 2013. Additional parking and notification requirements were also imposed for certain other classes of development.

Significant judicial decisions

City of Botany Bay v NSW Land and Housing Corporation [2010] NSWLEC 160

City of Botany Bay Council challenged an approval granted by a delegated officer of Housing NSW to an affordable housing development under *State Environmental Planning Policy (Affordable Rental Housing) 2009*.

The Land and Environment Court (Sheahan J.) found in favour of the NSW Land and Housing Corporation on each of the claims made by Botany Council. This included a finding that a full and comprehensive environmental assessment had been undertaken by the NSW Land and Housing Corporation before the project commenced. Botany Council has appealed the decision to the NSW Court of Appeal.

2. Human resources

The following table contains human resources information for the first reporting year as the Department of Family and Community Services. Human resources information for the former Department of Human Services for 2009–10 is available at www.facs.nsw.gov.au

Number of FACS employees by category as at 30 June 2011

EMPLOYMENT CATEGORY	AGEING, DISABILITY AND HOME CARE	ABORIGINAL HOUSING OFFICE	BUSINESS-LINK	CENTRAL OFFICE	COMMUNITY SERVICES	HOUSING NSW	OFFICE FOR WOMEN'S POLICY	TOTAL
Permanent	9,980	52	573	25	4,085	2,054	12	16,746
Temporary	1,378	24	118	27	560	416	1	2,559
Senior Executive	17	2	4	6	12	12	1	54
Casual	2,242	-	-	-	182	-	-	2,424
Other	2	-	-	-	3	3	-	8
TOTAL	13,619	78	695	58	4,842	2,485	14	21,791

Source: Department of Family and Community Services workforce profile.

Wage and salary movements occurred in accordance with the NSW Government wages policy. Staff employed under the Crown Employees Awards received a four percent wage increase in July 2010.

ABORIGINAL HOUSING OFFICE

Number of employees

The Aboriginal Housing Office (AHO) employed 78 staff as at 30 June 2011.

Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

Personnel policies and practice

The AHO participated in standardising and consolidating human resources policies and procedures across the department through departmental working groups and committees.

Training was provided to all employees to encourage them to take personal responsibility for their actions, maintain respectful communications with colleagues and respond appropriately in difficult situations.

Industrial relations policies and practices

There were no industrial relations issues during 2010–11.

AGEING, DISABILITY AND HOME CARE

Number of employees

The total number of staff at the end of June 2011 was 13,619.

Exceptional movement in wages, salaries or allowance

Home Care Service of NSW administrative staff received a four percent increase in July 2010 and Care Workers received a four percent pay increase in September 2010.

Personnel policies and practice

Key policies and fact sheets were released including Striving for Excellence, Secondary and Private Employment, Protected Disclosures, Dignity and Respect in the Workplace, Anti Discrimination, Bullying and Harassment and the revised Code of Conduct. Input provided for the development of FACS human resources policies on purchased leave and sick leave.

Industrial relations policies and practices

ADHC conducts regular consultation forums with organisations representing staff. Quarterly statewide Joint Consultative Committee meetings are held with the Public Service Association (PSA) and the NSW Nurses Association, and ongoing discussions occur with United Voice in relation to care workers.

2. Human resources

CONTINUED

During 2010–11, a significant achievement included the creation of a new consent Award for staff employed in group homes, respite centres and in-home support. The implementation of the new Award was facilitated through the staff management plan and related documents that were negotiated with the PSA.

BUSINESSLINK

Number of employees

Businesslink employed 695 staff at the end of June 2011. Businesslink also engaged 235 contractors as at 30 June 2011.

Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

Personnel policies and practice

Businesslink has in place comprehensive policies consistent with legislation and NSW Government policy which provide a framework for the appropriate management of staff. Businesslink is also part of a human resource policy working group, which began in December 2010, to develop whole-of-department policies.

Industrial relations policies and practices

Regular consultation between Businesslink and the PSA was maintained during the year. The industrial relations function was actively involved in strategic planning, re-aligning organisational structure, dispute prevention and monitoring of industrial relations issues.

COMMUNITY SERVICES

Number of employees

Community Services employed 4,842 staff as at 30 June 2011.

Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during the reporting period.

Personnel policies and practice

Community Services' 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.

Industrial relations policies and practices

Community Services consulted with the PSA on a wide range of staffing issues and service reforms, including reforms associated with Keep them Safe.

The PSA took industrial action during 2010–11. Comprehensive discussions helped resolve the work bans without referral to the Industrial Relations Commission. One work ban is still outstanding and Community Services is working with the PSA to remedy this. A small number of individual matters were referred to the Industrial Relations Commission for assistance and all were resolved without arbitration.

HOUSING NSW

Number of employees

The total number of staff at the end of June 2011 was 2,485.

Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

Personnel policies and practice

Housing NSW implemented "push reporting", which allows line managers to review their progress against key performance indicators on a monthly basis. The information forms the basis for discussions in team meetings, quarterly business reviews and performance reviews. These reports are aligned to Housing NSW's corporate reporting framework and sector requirements to improve management of sick leave, staff performance and development, as well as occupational health and safety incidents.

To support the growth of the community housing sector, guidelines for the temporary secondment of Housing NSW employees to community housing providers were implemented.

Industrial relations policies and practices

A consultative forum, comprising PSA members and delegates, met quarterly during 2010–11. Housing NSW continues to work closely with the PSA to improve people-management practices throughout Housing NSW.

3. Equal employment opportunities

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.

Trends in the representation of EEO groups

EEO GROUP	BENCHMARK/ TARGET	PERCENTAGE OF STAFF		
		2009	2010	2011
Women	50	76	76	76
Aboriginal people and Torres Strait Islanders	2.6	7	8	9
People whose first language was not English	19	17	17	18
People with a disability	N/A	6	6	6
People with a disability requiring work related adjustment	1.5	2.0	1.9	1.6

Trends in the distribution of EEO groups across FACS

EEO GROUP	BENCHMARK/ TARGET	PERCENTAGE OF STAFF		
		2009	2010	2011
Women	100	85	87	87
Aboriginal people and Torres Strait Islanders	100	113	108	104
People whose first language was not English	100	101	100	100
People with a disability	100	102	102	107
People with a disability requiring work related adjustment	100	104	105	113

Source: NSW Department of Premier and Cabinet 2010–11 workforce profile.

Notes:

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.

2 The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

ABORIGINAL HOUSING OFFICE

To encourage a diverse workforce, development opportunities are promoted by circulating internal and external expressions of interest for positions across the public sector.

The representation of Aboriginal and Torres Strait Islander people and women within AHO continues to exceed the government's target. Having a knowledge and understanding of contemporary Aboriginal society and culture is essential to communicate effectively and

sensitively with our client group. Being of Aboriginal or Torres Strait Islander descent is a genuine occupational requirement and the majority of our positions are identified (55 percent).

Of the 78 people employed as at 30 June 2011, 55 percent of staff are female (43 employees) and 45 percent are male (35 employees), with 41 employees identifying as being of Aboriginal and/or Torres Strait Islander origin. There are nine employees (11 percent) who identify as belonging to a racial, ethnic or ethno-religious minority group.

Major EEO outcomes in 2010–11

The AHO has an ongoing commitment to support the employment of Aboriginal people in the Aboriginal housing sector. This includes a revised Aboriginal employment strategy and other strategies in its housing, refurbishment and maintenance programs. Staff also participated in the Housing NSW 2011 Aboriginal staff gathering to look at ways of improving service delivery.

3. Equal employment opportunities

CONTINUED

Strategies for 2011–12

In 2011–12, we aim to:

- provide business development assistance for Aboriginal community housing providers
- continue to implement an improved induction process for new staff
- encourage other government agencies to pursue opportunities to transition local Aboriginal employees who have worked and/or trained on capital works projects into other employment opportunities
- develop comprehensive work plans for Aboriginal cadets and trainees
- encourage Aboriginal building companies to tender for more construction and capital works projects in Aboriginal and mainstream programs
- reinforce Aboriginal employment clauses in all contracts to specify that tenderers must achieve a representative level of Aboriginal trades in all contracts.

AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) employed a total of 13,619 people as at 30 June 2011. A total of 78 percent of staff were female and 22 percent male. There were 6.8 percent (768) employees who identified as being of Aboriginal descent and/or occupied identified positions. There were 18 percent (2,044) of employees identified as belonging to a racial, ethnic or ethno-religious minority group.

Major EEO outcomes in 2010–11

Aboriginal staff initiatives included:

- the Aboriginal Employment Strategy 2011–15, which sets out a range of strategies to support the career development of Aboriginal staff and a commitment to achieving a 10 percent representation of Aboriginal employees by 2015
- recruiting Aboriginal trainees in a program which combines employment and formal study in Certificate IV in Disability or Certificate III in Aged Care, and provides support from an Aboriginal cultural mentor; 19 Aboriginal Nursing Assistants and 39 Disability Support Worker trainees were recruited
- an indigenous cadet program which employs Aboriginal people studying social work or allied health at a tertiary level.

Strategies to support people with a disability included:

- a pilot project employing graduates with a disability through the Australian Network on Disability's 'Stepping Into' program
- work with the Disability Employee Network to develop a range of material to inform and support staff with a disability and their managers, including fact sheets on resources for workplace modifications.

Strategies to support women included:

- the Tranby Aboriginal organisational leadership program being undertaken by 10 Aboriginal women

- workshops for 32 women through the Women Achieving masterclasses
- 12 women participating in the Women's Leadership Symposium Employer of Choice Program, which includes a two-day forum and personal coaching sessions
- 18 women participating in a range of executive development courses
- 77 percent of female staff participating in the Achieving Together Programs – frontline workers, frontline managers, middle managers and senior leaders.

ADHC also received a plaque for its contribution and participation in the Employer of Choice Program for the Women's Leadership Symposium 2011.

Strategies for 2011–12

In 2011–12, cultural competency training will be developed to enable staff to be more effective in working with Aboriginal clients and staff, and further Aboriginal trainee and cadet recruitment will be undertaken.

Footnote: The EEO figures are not raw figures, they are inflated for non-respondents as per EEO methodology, and relate to non-casual staff.

BUSINESSLINK

Businesslink employed a total of 695 people as at 30 June 2011. For the reporting year, Businesslink exceeded all percentage targets for representation of EEO groups.

Major EEO outcomes in 2010–11

Women represent 54.8 percent of all employees, with the highest proportion (34.6 percent) employed at the salary level \$73,709 to \$95,319 per year.

Men represented 45.2 percent of all employees, with the highest proportion (30.9 percent) also employed at the salary level \$73,709 to \$95,319 per year.

The number of women employed is not evenly distributed across salary levels, with 18.4 percent of women represented in the salary ranges of \$95,319 and above, compared to 42.7 percent of men.

The proportion of Aboriginal and Torres Strait Islander staff was 4.7 percent, up from 0.4 percent last year and well above the benchmark of 2.6 percent. This increase is in part due to the implementation of the Aboriginal employment strategy for 2010–13 and strong encouragement for staff to report EEO data.

The proportion of staff whose first language was not English was 31.0 percent (an increase of 1.5 percent on the previous year), which still significantly exceeds the government target of 19 percent.

The proportion of staff with a disability was 6.5 percent, with 2.2 percent of staff requiring workplace adjustment.

Strategies and programs aimed at reaching benchmarks were developed in 2009–10 and implemented in 2010–11, and these are accountable for some of the improved results.

Strategies for 2011–12

In 2011–12, we aim to:

- employ five Aboriginal people as trainees through a partnership scheme with Gandangara Local Aboriginal Land Council
- fund eight places in the Department of Premier and Cabinet Drive Your Career Program for women
- allocate at least 50 percent of Businesslink scholarships to women, including the Public Sector Management Program
- promote employment opportunities for people with disabilities in the community, including using printers based in Wollongong and Nowra which employ 320 people, largely with disabilities.
- joint recruitment between Community Services and AbSec in June 2011
- quarterly meetings of the multicultural staff reference group to advise on implementation of the Multicultural Strategic Commitment 2008–13.

COMMUNITY SERVICES

Community Services employed a total of 4,842 people including casuals and 4,660 people excluding casuals as at 30 June 2011.

A total of 82.79 percent of staff were female and 17.21 percent male. There were 386 employees who identified as being of Aboriginal and/or Torres Strait Islander descent and/or occupied identified positions. Of these, 258 were in casework positions. There were 380 employees who identified as belonging to a racial, ethnic or ethno-religious minority group, of which 180 were employed in casework positions, including multicultural positions.

Major EEO outcomes in 2010–11

Multicultural staff initiatives included:

- the Multicultural Caseworker Program, which recruits caseworkers with language and cultural skills to work with culturally and linguistically diverse children and families
- the multicultural staff conference held in November 2010 to provide training and information to staff on effective practice with multicultural clients
- increasing the number of allowances for staff that speak languages other than English who can translate for clients from 169 last year to 175 this year
- completing an Aboriginal Strategic Commitment of Service 2010–11
- the roll-out of local Aboriginal action planning in regions
- implement the Community Services Multicultural Strategic Commitment 2008–13 through regional implementation plans
- integrate Multicultural Strategic Commitment 2008–13 strategies with the Keep Them Safe Plan on child wellbeing
- recruit additional foster carers from culturally diverse backgrounds and assess the cultural competence of new foster carers
- deliver community information sessions for emerging refugee communities
- maintain interpreter services and funded agencies, and provide accessible translations of community education material
- fund projects and services which target the specific needs of culturally diverse clients and communities.

3. Equal employment opportunities

CONTINUED

HOUSING NSW

Housing NSW continues to maintain consistent representation of equal employment opportunity groups across salary levels.

Women, Aboriginal people and Torres Strait Islanders continue to have a higher proportion employed at lower salary levels than benchmarked targets. Housing NSW has continued to focus on recruiting Aboriginal and Torres Strait Islander people and people with disabilities.

Major EEO outcomes in 2010–11

- lodging the EEO Management Plan 2009–12 with the Public Sector Workforce Office
- launching the Aboriginal employment strategy and a number of initiatives including “healthy boundaries” training for Aboriginal staff and employing 10 students as part of an Aboriginal traineeship
- eight staff participating in an Aboriginal staff mentoring program
- establishing the Diversity and Equity Council, which includes representatives from EEO groups including Aboriginal staff and management
- a commitment to specific outcomes under the Ready, Willing and Able Program, which will be implemented in 2011–12
- public support of events such as NAIDOC Week and International Women’s Day.

The Certificate IV in Social Housing also includes a module on “working effectively with culturally diverse clients and co-workers”.

As a member of the Australian Employers’ Network on Disability, Housing NSW promoted the Network’s publication, *Manager’s Guide: Disability in the Workplace*, to line managers and introduced a new training program. Underpinning these initiatives are policies and procedures that support reasonable adjustment in the workplace for staff with disabilities. The Diversity and Equity Council will focus on reviewing and enhancing recruitment and selection procedures to support employment initiatives for EEO groups.

Strategies for 2011–12

Housing NSW will continue to support diversity initiatives including implementing Aboriginal Employment Strategy commitments such as the Engaging Effectively Training Program for non-Aboriginal staff, as well as identifying roles, numbers of Aboriginal positions, and target areas required to deliver workforce EEO outcomes.

The Ready, Willing and Able Program will be implemented in 2011–12.

4. Occupational health and safety

ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office is committed to care for the health, welfare and safety of all staff, visitors and stakeholders in the workplace. Highlights for 2010–11 include:

- the occupational health and safety committee monitoring responsibilities and communicating information to staff
- an emphasis on prevention of incidents
- effective incident, post-incident and injury management
- timely and planned return to work processes
- efficient and proactive management of workers' compensation injuries and claims
- annual flu vaccine offered to all staff
- occupational health and safety training for staff.

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 *Occupational Health and Safety Act* during the year.

Aboriginal Housing Office worker compensation claims'

YEAR	2007–08	2008–09	2009–10	2010–11
Claims reported	4	6	2	5
Incurred cost	\$77,680	\$52,788	\$2,438	\$24,787
Average incurred cost	\$19,420	\$8,798	\$1,219	\$4,957

AGEING, DISABILITY AND HOME CARE

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 2010–11, the focus was on training and enterprise risk management with an emphasis on promoting good governance and accountability practice.

The average incurred cost of claims increased by two percent in 2010–11. This was due to an increase in the number of large cost claims within ADHC services claims portfolios. Strategies have been put in place to reduce costs from health and safety claims. Some of these initiatives include the development of key performance indicators for performance monitoring, regular reviews of injury claims and increased technical claims management support to regions and business areas.

Between January and April 2011, the transition to a new claims manager, QBE Insurance was undertaken. The transition has been completed and service level agreements established.

Converge International entered the second of its three-year Employee Assistance Program contract to deliver 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.

ADHC received five provisional improvement notices issued by WorkCover NSW related to exposure to client related violence, traffic management risks and ergonomic design of workstations. An investigation by WorkCover NSW took place in relation to an incident at a large residence in July 2010.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

Ageing, Disability and Home Care workers' compensation claims

YEAR	2007–08	2008–09	2009–10	2010–11
Claims reported	1,144	1,150	1,154	1,207
Incurred cost	\$7,352,949	\$8,162,741	\$9,360,055	\$9,987,331
Average incurred cost	\$6,427	\$7,098	\$8,111	\$8,275

4. Occupational health and safety

CONTINUED

BUSINESSLINK

Businesslink workers' compensation claims

YEAR	2007-08	2008-09	2009-10	2010-11
Claims reported	13	15	19	16
Incurred cost	\$377,771	\$688,838	\$127,881	\$430,305*
Average incurred cost	\$29,059	\$45,923	\$6,731	\$30,736*

* Figures for incurred cost and average incurred cost do not include estimates for two claims occurring in late June 2011.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

Community Services workers' compensation claims

YEAR	2007-08	2008-09	2009-10	2010-11
Claims reported	241	249	239	236
Incurred cost	\$2,282,503	\$3,331,382	\$4,697,687	\$4,403,636
Average incurred cost	\$9,471	\$13,379	\$19,656	\$18,659

Community Services injuries during 2010-11

	PHYSICAL INJURIES	PSYCHOLOGICAL INJURIES
Number of claims	165	71
Average incurred cost	\$11,490	\$35,320
Average days paid	16	49

COMMUNITY SERVICES

During the reporting period, 236 workers' compensation claims were lodged, with an average cost of \$18,659. The number of claims in Community Services has decreased in comparison to the number of claims lodged in 2009-10. Community Services is expected to meet the "Working Together: Public Sector Occupational Health and Safety and Injury Management Strategy 2010-2012 (Working Together)" target. The target is a 15 percent reduction in incidents of all permanent disability and lost time workplace disease and workplace injury claims by June 2012.

While number and cost of claims has decreased compared to the previous year, the average cost remains high compared to earlier years. This is because there is a large number of psychological injury claims which have higher average working time lost per claim. Psychological injury claims accounted for 30 percent of claims, and 57 percent of both time lost and cost in 2010-11.

In consultation with employee and union representatives, Community Services selected "psychological injury" and "return to work" as the two priority areas to address under Working Together. A program for preventing and managing psychological injury was developed and implementation has begun.

Key initiatives progressed during the reporting period include:

- delivering "respectful workplace" sessions by senior management and the Public Sector Association to promote the Dignity and Respect in the Workplace Charter, and to educate staff about the division's policy on bullying, harassment and discrimination and the process for making complaints
- implementing "healthy workplace" training for managers to provide them with tools and skills to manage difficult employee behaviours and be a positive role model to staff
- implementing the return to work program to help managers fulfil their responsibilities in the return to work of injured workers, and to provide them with clear instruction about their role in the process.

A flu vaccination program was arranged for staff prior to the start of winter. Sixty-one vaccination sites were established across the state and 31 percent of staff were vaccinated in the workplace (1,446 out of 4,685). Staff were reimbursed where they could not attend an on-site vaccination and attended their own doctor instead.

There are two WorkCover Improvement Notices regarding the ineffectiveness of complaint handling and a requirement to update the Grievance Policy, and required actions are being carried out.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

HOUSING NSW

Occupational health and safety improvements included implementing:

- an Occupational Health and Safety and Injury Management Improvement Strategy (2010–12) and Improvement Plan (2010–13)
- the Healthy Workforce Program, which included on-site flu vaccinations for staff.

Developing business systems and processes to support health and safety continued during the year and included:

- an internal audit of Housing NSW's return to work program and assessment of health and safety risks
- introducing health and safety and injury management audits of work sites
- continued work with Businesslink to report incidents and provide support for employees and managers
- clear assignment of responsibilities for all levels of management with the inclusion of specific accountabilities in position descriptions, work plans, performance agreements and reviews, as well as in business plans
- establishing a risk management improvement team.

During 2011–12, the focus will remain on continuous improvement initiatives, as well as monitoring outcomes against the plans outlined above. Other proposed strategies include:

- providing support for managers to complete investigation and follow up on reported incidents
- continuing worksite audits
- improving risk assessment through better data and reporting
- continued emphasis on management and accountability to improve health and safety outcomes.

A total of 459 incidents were reported in 2010–11. Client aggression was the major incident type, which resulted in 39 percent of reported incidents. Workplace injuries and other incidents, both physical and psychological, accounted for 52 percent including 16 percent of incidents being slip, trip and falls. Motor vehicle accidents were a further nine percent of reported incidents.

Housing NSW continued participation in the WorkCover Retro-paid Loss Premium Scheme. Forecasted final premiums under the scheme indicate significant savings in workers' compensation premiums compared to the general scheme.

There has been a decrease in the total number of claims lodged, with only 91 claims reported compared to 133 for 2009–10. It is expected that the total number of claims for 2010–11 may increase due to the late reporting of injuries and claims, particularly psychological claims.

The net cost of claims for 2010–11 is higher in comparison to last year at \$481,724 compared to \$396,618. The cost increase is primarily due to a rise in the number and cost of psychological claims (with 25 claims for 2010–11 compared to 20 claims at the same time in 2009–10).

These claims generally attract higher estimates and are more expensive due to the delay in reporting the injury, the need for an in-depth investigation and a protracted return to work following the claim.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

Housing NSW reported incidents

YEAR	2007–08	2008–09	2009–10	2010–11
Incidents	305	396	403	459

Housing NSW workers' compensation claims*

YEAR	2007–08	2008–09	2009–10	2010–11
Total number of claims	90	105	133	91
Total number of claims finalised	86	101	124	59
Net claims cost** (as at 30 June 2011)	\$420,013	\$472,273	\$396,618	\$481,724

* Current 2010–11 figures reported may increase due to injuries incurred during the year but not reported.

** Net claims cost is the capped claims cost which is used to calculate Housing NSW's workers' compensation insurance premium.

4. Occupational health and safety

CONTINUED

Housing NSW nature of injuries*

NATURE OF INJURY	2007-08		2008-09		2009-10		2010-11	
	No.	COST**	No.	COST**	No.	COST**	No.	COST**
Sprains/strains	33	\$97,111	50	\$173,972	67	\$375,521	32	\$80,166
Psychological	20	\$357,920	14	\$378,102	26	\$211,755	25	\$262,700
Laceration	12	\$43,527	17	\$20,115	16	\$45,350	18	\$60,077
Fractures	5	\$166,986	3	\$61,562	5	\$57,900	2	\$36,105
Other	21	\$195,968	21	\$24,546	19	\$43,849	14	\$48,221
Total	91	\$861,514	105	\$658,297	133	\$734,376	91	\$487,268

* Nature of injuries has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

** Cost: this is the gross cost of claims = paid to date + outstanding estimates - recoveries.

Psychological injuries have the highest net total cost of claim year on year. The average net cost of psychological claims is \$10,508 per claim, while sprains and strains have a net average cost of \$2,505 per claim.

Housing NSW cause of injuries*

CAUSE OF INJURY	2007-08		2008-09		2009-10		2010-11	
	No.	COST**	No.	COST**	No.	COST**	No.	COST**
Transport	16	\$20,019	20	\$39,549	31	\$68,915	12	\$8,821
Environment	27	\$251,232	37	\$146,028	39	\$352,258	24	\$129,726
Animal	6	\$16,401	5	\$7,601	1	\$4,007	5	\$30,241
Non-physical	26	\$509,425	16	\$382,041	27	\$212,874	28	\$266,003
Other	16	\$65,277	27	\$83,077	35	\$96,321	22	\$52,477
Total	91	\$591,103	105	\$472,719	133	\$734,376	91	\$348,722

* Refers to the cause of injury code. Cause of injuries has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

** Cost: this is the gross cost of claims = paid to date + outstanding estimates - recoveries.

Housing NSW injury management*

	2007-08	2008-09	2009-10	2010-11
Days compensated	1596.05	1743.22	1826.65	1498.17
Average days lost	17.93	16.6	13.73	17.42

* Injury management has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

5. Performance and number of executive officers

Number of executive positions

LEVEL	2009–10*	2010–11
8	2	2
7	2	3
6	2	3
5	12	10
4	20	26
3	26	21
2	4	3
Total	68	68

* Updated to reflect Machinery of Government changes.

Number of female executive officers

	2009–10*	2010–11
All	35	33

* Updated to reflect Machinery of Government changes.

Unless otherwise stated, occupants were in the position for the full reporting year.

CENTRAL OFFICE

Jennifer Mason

Director General, SES 8

Remuneration package: \$432,940 per annum

As at 30 June 2011, Ms Mason was on extended leave, and a performance review with the Minister for Family and Community Services and the Director General of the NSW Department of Premier and Cabinet had not taken place.

Key achievements for 2010–11 included:

- ensuring implementation of strategies contained within the NSW State Plan, national agreements and partnerships
- working to ensure compliance with the *Improving Client and Customer Satisfaction Strategy*
- ensuring the effective financial management of the department, meeting Savings Implementation Plan targets agreed with Treasury for 2010–11 and implementing Corporate and Shared Services initiatives and Better Services and Value Taskforce programs including ICT Expenditure Reviews
- implementing the approved recommendations of the Boston Consulting Group report into service delivery and corporate and shared services reform for the department and implementing priority projects identified in the report
- achieving red tape reduction actions and targets and providing biennial reports on progress to the Better Regulation Office
- monitoring achievement of actions and targets in *Working Together: Public Sector OHS and Injury Management Strategy 2010–12* and implementing arrangements to improve the department's audit ratings against the strategy
- implementing the relevant recommendation for FACS contained in *Keep Them Safe: A shared approach to child wellbeing*
- contributing to the Government's commitment to sustainable water and energy use, reducing greenhouse gas emissions, waste and fleet management and sustainable purchasing
- progressing the following integrated service delivery high priority projects for FACS:
 - homelessness
 - shared complex needs clients
 - rural and remote service delivery in the Western region
 - FACS Child Wellbeing Unit
 - funding reforms
 - Aboriginal services and employment
 - community development and social inclusion
- ensuring appropriate strategies are in place so that the department meets or exceeds government mandated EEO targets and reporting in the annual report as per Treasury Circular 07/20.

Ms Mason was on an extended period of leave from 20 May to 9 September 2011. Jim Moore, Chief Executive Ageing, Disability and Home Care was appointed acting Director General during this period.

5. Performance and number of executive officers

CONTINUED

Cliff Haynes

Assistant Director General Corporate and Shared Services, SES 6

Remuneration package: \$278,351

The Acting Director General has expressed satisfaction with Mr Haynes's performance for the period of appointment with regard to:

- developing the Corporate and Shared Services Strategy which underpins the reform of the department's corporate and shared services and implementing the NSW Government's "Blueprint for Corporate and Shared Services"
- leading the implementation of the Corporate and Shared Services Reform Program, to implement integrated and efficient services
- taking a lead role in managing the relationships with NSW Treasury, the Department of Premier and Cabinet, the Department of Finance and Services and the department's internal shared service provider Businesslink.

Peter Muir

Assistant Director General Service Delivery Improvement, SES 6

Remuneration package: \$312,850

Period in position: 18 October 2010 to 30 June 2011

The Acting Director General has expressed satisfaction with Mr Muir's performance for the period of appointment with regard to:

- establishing and leading the Regional Executive Directors to coordinate service improvement at a regional level

- establishing the Clients with Multiple and Complex Needs Program
- establishing access centres in western NSW and a program of work for the next 12 months to improve access to services for FACS clients
- responsibility for the Supporting Children, Supporting Families Programs and their transfer from the Department of Premier and Cabinet.

Mark Craig

Chief Financial Officer, SES 5

Remuneration Package: \$259,800

Period in position: 1 July 2010 to 27 May 2011

The Assistant Director General Corporate and Shared Services has expressed satisfaction with Mr Craig's performance for the period of appointment with regard to:

- implementing financial governance arrangements which enable whole-of-department performance reporting and business-focused decision-making
- developing the office rationalisation strategy
- leading the review of the department's procurement function
- leading the review of the workers' compensation claims estimates, resulting in a reduction in total Treasury Managed Fund claims estimates for 2009 and 2010 (calendar years) by more than \$5 million
- taking a lead role in developing a collaborative relationship between the department and NSW Treasury.

ABORIGINAL HOUSING OFFICE

There were no Senior Executive Service (SES) Officer positions at Grade 5 or above in 2010–11. The Acting Chief Executive, Mike Allen, is reported substantially as the Chief Executive of Housing NSW. Mr Allen was appointed Acting Chief Executive in May 2009.

As part of his ongoing management, Mr Allen holds a performance agreement with the Minister for Family and Community Services (and formerly the Minister for Housing) which includes regular and ongoing reviews of performance.

His administration and leadership has delivered key activities and achievements as outlined in the Aboriginal Housing Office chapter in the annual report.

AGEING, DISABILITY AND HOME CARE

Jim Moore

Chief Executive Ageing, Disability and Home Care, SES 8

Remuneration package: \$422,801

The Minister for Ageing and Minister for Disability Services has expressed satisfaction with Mr Moore's performance for the period of appointment with regard to:

- improving outcomes for frail older people, people with a disability, their families and carers through expansion and improvements to the disability services and community care service systems

- exceeding expansion targets in delivering the first five years of Stronger Together, with the number of new places created, 33,000, exceeding the projected figure of 18,100 places
- expanding person centred approaches and individualised funding models to give people with a disability and their families and carers more control over the services that they receive
- increasing supports to frail older people to enable them to continue to live in the community, as well as the completion of 12 dementia day care facilities through the Home and Community Care Capital Strategy
- providing strategic leadership to shape and drive NSW whole-of-government reforms and priorities affecting people with a disability and older people and their families and carers, including the National Health and Hospital Reforms, the Productivity Commission Inquiry into Lifetime Care and Support, the National Disability Strategy and the implementation of the *NSW Carers Recognition Act*
- 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
- successfully supporting the planning for Stronger Together 2, which features a record \$2.02 billion in new growth funding and extensive reforms that put people at the centre of decision-making about their own lives.

Peter Gardiner

Acting Deputy Director General
Corporate Services, SES 5

Remuneration package:
\$231,951

Period in position:
1 July 2010 to
24 September 2010

The Chief Executive has expressed satisfaction with Mr Gardiner's performance for the period of appointment with regard to:

- coordination of the Stronger Together 2 business case for successful presentation to the Treasury Gateway Review
- embedding occupational health and safety organisational improvements to meet legislative and governance requirements
- developing corporate services reform initiatives in line with departmental strategic objectives.

Stephen Mudge

Acting Deputy Director General
Corporate Services, SES 5

Remuneration package:
\$241,251

Period in position:
27 September 2010
to 14 January 2011

The Chief Executive has expressed satisfaction with Mr Mudge's performance for the period of appointment with regard to:

- overseeing the development of new results and services plan data modelling to ensure effective planning, implementation and management of services and expenditure
- commencing the re-alignment of information and communication technology to enhance the Client Information System and transitioning the operation and support of the funding management system to Businesslink.

Alastair Hunter

Deputy Director General
Corporate Services, SES 5

Remuneration package:
\$278,350

Period in position:
17 January 2011 to 30 June 2011

The Chief Executive has expressed satisfaction with Mr Hunter's performance for the period of appointment with regard to:

- overseeing the development of increased capacity and range of flexible supported accommodation models for people with a disability
- developing and implementing strategies for ADHC and NGOs occupational health and safety improvements
- improving the evidence base, performance and analysis, research and evaluation of ADHC programs and services
- contributing to the improved planning and implementation of the Capital Program, including property and procurement management, IT service delivery, and office and fleet services.

Ethel McAlpine

Deputy Director General
Accommodation and
Direct Services, SES 5

Remuneration package:
\$278,350

The Chief Executive has expressed satisfaction with Ms McAlpine's performance for the period of appointment with regard to:

- 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

5. Performance and number of executive officers

CONTINUED

- launching The Aboriginal Cultural Inclusion Framework 2011–15 for improving outcomes for Aboriginal clients of ADHC services
- overseeing the establishment of the inaugural NSW Carers Awards Program and the NSW Ministerial Carers Advisory Council to acknowledge the contribution of carers and advance their interests
- leading the redevelopment of the Lachlan Centre and Peat Island large residential centres to community-based contemporary accommodation models.

Lauren Murray

Deputy Director General
Service Development Grants
and Ageing, SES 5

Remuneration package:
\$257,950

The Chief Executive has expressed satisfaction with Ms Murray's performance for the period of appointment with regard to:

- contributing to the Council of Australian Governments (COAG) agreed package of national reforms which include establishing the Commonwealth as the level of government with full funding, policy, and operational responsibility for a national aged care system
- developing 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

- 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
- overseeing the population ageing agenda as developed and implemented by the NSW Office for Ageing
- leading and enhancing the provision of internal and external corporate communications and events, including overseeing the Premiers' Gala Concerts for Seniors, the Don't Dis my Ability Campaign, the development of a new and improved ADHC website and increased events for seniors during Seniors Week
- overseeing strategic and business planning including long-term approaches to efficiency savings.

BUSINESSLINK

Albert Olley

Chief Executive, SES 5

Remuneration package:
\$250,526

The Businesslink Board Chair has indicated her satisfaction with Mr Olley's performance throughout the year, having successfully met his objectives and achieved the following outcomes:

- delivering benefit realisations of \$9.657 million
- continuing to maintain or lower prices in real terms
- delivering significant cost efficiency projects and systems including a new e-recruitment system, managed desktop and printer

services, video conferencing and information services

- transitioning new clients Aboriginal Affairs, Aboriginal Housing Office and Juvenile Justice to Businesslink services.

COMMUNITY SERVICES

Annette Gallard

Chief Executive, SES 7

Remuneration package:
\$380,900

The Minister for Family and Community Services and the Director General have indicated satisfaction with Ms Gallard's performance for the period of appointment with regard to:

- successfully transitioning Children's Services to the Department of Education and Communities and Disaster Recovery to the Ministry for Police and Emergency Services
- ongoing contribution to the integration and improvement of service delivery and implementation of NSW State Plan commitments
- implementing Keep Them Safe and changes to the out-of-home care (OOHC) system including the transfer to NGOs
- developing cultural change strategies to improve collaboration and partnerships with NGOs in preparation for a transfer of OOHC services
- establishing a new Brighter Futures Council to oversee the implementation of improvements to the program managed by NGOs
- increasing focus on prevention and early intervention services including the transition of the Community Services Grants

program to the new Early Intervention and Placement Prevention Program

- implementing Child Wellbeing Units in collaboration with NGOs to allow information sharing and provide an integrated and responsive service system
- implementing targeted and integrated online child protection services through the Structured Decision-Making® (SDM) model
- improving functionality, performance and usability of the KiDS IT system to improve outcomes for children and young people at risk
- developing the PACT consultation model and Aboriginal Consultation Guide to assist in ongoing commitments to reducing the over-representation of Aboriginal children and families in the statutory child protection system
- committing to assisting “Forgotten Australians” (people who grew up in former institutions, orphanages and children’s homes) with the opening of a state-wide support service
- oversight of Community Services responsibilities under the introduction of new national laws *Children (Education and Care Services National Law Application) Act 2010*.

Helen Freeland

Acting Deputy Chief Executive Operations, SES 6

Remuneration package: \$312,850

The Community Services Chief Executive has indicated 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

- improving accountability in service delivery through a revised quarterly business review process
- improving access by children in OOHC to health and education services through an MOU and client pathway agreements with NSW Health and the Department of Education and Communities (DEC)
- sponsoring and leading the ASSIST program for the design of major upgrades to the KiDS system to commence release in 2011–12
- increasing the number of out-of-home care adoptions
- establishing a process for meeting the needs of adolescents with high and complex needs with ADHC, NSW Health, DEC and Juvenile Justice
- implementing the Structured Decision-Making (SDM) Safety, Risk and Risk Reassessment tools in Community Services Centres (CSCs)
- consolidating the implementation of SDM tools at the Child Protection Helpline resulting in continued high levels of accuracy in screening decisions
- re-engineering CSC intake processes by designing a triage and assessment process trialled in four CSCs and to be implemented statewide
- recruiting and authorising 328 new carers through the Carerlink system
- reviewing the top 50 Individual Client Agreements and developing plans with each region to ensure throughput and exit where appropriate
- developing and implementing the Aboriginal Consultation Guide and Aboriginal Employment Strategy
- establishing a new service, Protecting Aboriginal Children Together (PACT) in Moree and

preliminary work to establish a second service in Shellharbour

- establishing new Intensive Family Based Services (IFBS) in Wyong and Kempsey and completing preliminary work for a service in Wagga Wagga
- revising Child Protection Helpline casework practice procedures in a new format suitable for web
- delivering regional conferences in five sites in NSW to inform casework managers about key initiatives and engaging them in managing change
- delivering Aboriginal and multicultural staff conferences
- initiating an evaluation of the Sherwood Program
- commencing implementation of the Short-Term Court Order/Family Preservation/Restoration Project as part of the reform of out-of-home care
- development of Raising them Strong resources to support Aboriginal foster and kinship carers.

Linda Mallett

Divisional Director Policy and Planning, SES 5

Remuneration package: \$278,350

The Community Services Chief Executive has indicated satisfaction with Ms Mallett’s performance for the period of appointment with regard to:

- completing a feasibility study into potential models for a common case management framework for children and young people in out-of-home care
- producing a new resource for carers – Caring for Kids
- championing the establishment of the new statewide support service specifically to help Forgotten Australians (opened 9 March 2011)

5. Performance and number of executive officers

CONTINUED

- customising the Child Assessment Tool, which assesses key factors that determine the level of care that would best meet the needs of a child or young person entering out-of-home care
- helping to develop National Standards for out-of-home care that will be gradually implemented nationally from July 2011
- developing service models for the delivery of new IFBS and Intensive Family Preservation services that will work with families where children are at imminent risk of entering out-of-home care
- trialling the SDM Restoration Assessment tool at eight CSCs including three sites participating in the Aboriginal permanency planning project
- leading the development of the *NSW Interagency Guidelines* being updated in stages
- commencing an Australian-first, Pathways of Care, a five-year study into the long-term effects of being in care
- collaborating with Housing NSW, Corrective Services NSW, Juvenile Justice and NSW Health on a Multi-Agency Discharge Planning Project under the NSW Homelessness Action Plan
- drafting of a policy proposal on assisting unaccompanied children under 16 years who are in a Specialist Homelessness Service
- finalising the external Brighter Futures Program evaluation with detailed analysis showing significant, positive results have been achieved against both the child protection and out-of-home care program performance criteria.

Sonja Stewart

Divisional Director Communities and Early Years, SES 5

Remuneration package: \$278,350

The Community Services Chief Executive has indicated satisfaction with Ms Stewart's performance for the period of appointment with regard to:

- completing the transition of the Community Services Grants Program to two new programs focusing on direct support and community strengthening services and developing a proposal which secured \$10.6 million for the Community Builders Program
- beginning a comprehensive evaluation framework for the Community Builders Program
- completing the expansion of the Staying Home Leaving Violence (SHLV) Program to 18 locations across NSW
- developing a performance management system for the Integrated Domestic and Family Violence Service program and SHLV and implementing it on a pilot basis
- delivering practitioner training, research and evaluation activity for SHLV as part of the National Homelessness Action Plan
- coordinating establishment of nine Child and Family Centres under the Indigenous Early Childhood Development National Partnership
- achieving a successful strategic planning round for Families NSW 2011–12 to 2013–14 and implementing the performance monitoring and data collection system

- training 1,200 practitioners statewide in the Triple P Positive Parenting Program and a smaller implementation of Indigenous Triple P
- publishing two new parenting books for Aboriginal families and communities as part of the Aboriginal Child Youth and Family Strategy
- leading NSW, as the first jurisdiction after the host jurisdiction, to adopt the national law and passed legislation applying the national law – the *Children (Education and Care Services National Law Application) Act 2010* – in November 2010
- coordinating the introduction of new state regulation and laws for children's services in NSW to begin the process of alignment with the new national law
- amending the *Children's Services Regulation* to introduce a 1:4 ratio for babies in centre-based and mobile children's services
- completing the NSW component of a national trial of the new quality assessment and rating instrument for children's services to be regulated under the new national law
- leading public consultation on draft Education and Care Services National Regulations in March and April 2011, with 10 consultation forums held across NSW
- improving the approach to compliance and enforcement with children's services through the Family Day Care campaign, and major functionality improvements to the Government Licensing System

- improving participation of Aboriginal children in preschool programs to a rate higher than the general population through the National Partnership on Early Childhood Education and the Preschool Investment and Reform Plan.

John Parisi

Deputy Chief Executive
Corporate Services, SES 5

Remuneration package:
\$278,350

Period in position:
15 November 2010
to 30 June 2011

The Community Services Chief Executive has indicated satisfaction with Mr Parisi's performance for the period of appointment with regard to:

- improving out-of-home care reporting to provide integrated financial and non-financial information by service type
- overseeing the integration of a range of IT system projects and establishing a program management office to improve the governance over project delivery
- overseeing the development and implementation of a range of occupational health and safety strategies to improve the prevention and management of psychological injuries in the workplace
- reviewing and improving recruitment processes for frontline staff, and improving reporting of caseworker recruitment, turnover and retention, implementing identified savings strategies and managing the quality of financial information relating to Community Services for the Expenditure Review Committee process
- overseeing funding administration processes to support changes to contracting arrangements
- representing Community Services in a range of senior

governance processes to progress corporate and shared services reforms

- providing ongoing high-level advice to the senior executive on all aspects of corporate services, including reforms, and providing leadership to the corporate services division during a time of change.

HOUSING NSW

Mike Allen

Chief Executive, SES 7

Remuneration package:
\$383,493

The Minister and the Director General have expressed satisfaction with Mr Allen's performance for the period of appointment with regard to:

- providing advice on a range of issues in relation to the national housing reform agenda, the growth of community housing, housing affordability, homelessness and the implementation of the Nation Building Economic Stimulus Plan in NSW
- managing relationships through the Housing Ministers' Advisory Committee to present Housing NSW's policy position and to develop ongoing relationships with interstate counterparts and other government agencies, including negotiations with the Commonwealth and other states and territories on implementing the National Affordable Housing Agreement and other national partnerships
- achieving primary outcomes for Housing NSW's key programs such as growth of the community housing sector
- meeting key objectives for the delivery of the NSW Nation Building Economic Stimulus Plan and developing a suite of products and services to address homelessness as part of the National Partnership on Homelessness

and the NSW Government's Homelessness Action Plan

- ensuring executive performance agreements include identification and management of strategic risks for Housing NSW
- achieving operational budgets and efficiencies in service delivery and program implementation across Housing NSW.

The Minister and the Director General are also satisfied with Mr Allen's performance as the Acting Chief Executive Officer of the Aboriginal Housing Office.

Paul Vevers

Acting Coordinator Economic Stimulus Plan, SES 6

Remuneration package:
\$300,411

Period in position:
1 July 2010 to 31 December 2010

The Chief Executive has indicated satisfaction with Mr Vevers' performance for the period of appointment with regard to:

- providing relevant and appropriate advice on the implementation and delivery of the social housing Nation Building Economic Stimulus Plan, including service delivery, operational policy and strategic management of resources
- managing relationships with Commonwealth representatives, the Nation Building and Jobs Plan Taskforce, Housing staff and other stakeholders
- ensuring Housing NSW's delivery of the Nation Building Economic Stimulus Plan meets Commonwealth development guidelines and key objectives are met within allocated timeframes
- ensuring implementation of the Nation Building Economic Stimulus Plan is guided and supported by a comprehensive Risk Management Framework
- ensuring projects are delivered within expenditure budgets.

5. Performance and number of executive officers

CONTINUED

Maura Boland

Executive Director Policy and Strategy, SES 5

Remuneration package: \$256,237

The Chief Executive has indicated satisfaction with Ms Boland's performance for the period of appointment with regard to:

- providing advice across all aspects of the housing portfolio and housing system in NSW, including the national housing reform agenda – specifically in relation to housing affordability, homelessness and strategies for de-concentration of housing estates
- managing Commonwealth-state relations and developing strong collaborative relationships with senior housing officials in other jurisdictions, as well as supporting the Nation Building Economic Stimulus Plan partnerships with the private sector, local councils and the NGO sector
- delivering against identified priority projects, including the roll-out of national partnership agreements – in particular the Remote Indigenous Housing National Partnership, the roll-out of the Homelessness Action Plan, the development of Regional Homelessness Action Plans and the development of an affordable housing framework
- supporting corporate risk management activities
- exploring new funding models to deliver subsidies.

Ken Bone Brodie Druett

Executive Director Housing Services, SES 5

Remuneration package: \$249,914

Period in position:

Ken Bone

1 July 2010 to 30 March 2011.

Brodie Druett

1 April 2011 to 30 June 2011

The Chief Executive has indicated satisfaction with both position holders' performance for the period of appointment with regard to:

- providing operational advice on service delivery, operational policy and resource impacts across the state
- managing relationships with the Minister's office on critical housing issues to ensure a common approach
- delivering against identified priority projects including growth of community housing through property transfers to community housing management, establishment of the Child Wellbeing Unit, establishment of the Capital Program and reduction of social disadvantage through community-building initiatives
- managing operational risks and improving monitoring of emerging risk
- delivering improved contractor performance and maintenance programs within expenditure budgets.

Stephen McIntyre Paul Vevers

Executive Director Assets, SES 5

Remuneration package: \$211,207

Period in position:

Stephen McIntyre

1 July 2010 to 31 March 2011

Paul Vevers (Acting)

1 April 2011 to 30 June 2011

The Chief Executive has indicated satisfaction with the performance of both position holders for the period of appointment with regard to:

- providing advice across all aspects of the housing asset portfolio in NSW, specifically in relation to land disposal, environmental sustainability, and long-term asset planning to achieve better alignment to forecast demand
- managing relationships with key stakeholders, including local councils and other planning agencies, private developers and contractors in order to maximise value from redevelopment opportunities
- delivering significant redevelopment and capital projects including Nation Building Economic Stimulus Plan projects
- forecasting and monitoring asset risks such as the structural integrity of buildings, and market impact of supply and demand fluctuations
- managing delivery of maintenance and asset programs within budget.

6. Multicultural policies and services program

ACHIEVEMENTS 2010–11

2011–12 PRIORITIES

Ageing, Disability and Home Care

In 2010–11, we:

- developed a Cultural Diversity Strategic Framework to address the outcomes and relevant criteria of the Community Relations Commission's multicultural policies and services program
- submitted a draft ADHC Employment Equity and Diversity (EED) Plan 2010–12 for inclusion in the development of the broader FACS Employment Equity Diversity Plan
- implemented a new Language Services Policy to help staff effectively communicate with service users and carers with low proficiency in English; 260 staff received training in the use of language services at seven workshops conducted across the state
- developed and circulated language services guidelines and a range of practical fact sheets for ADHC staff and funded partners to improve communication between staff, clients and carers with low proficiency in English
- provided \$125,000 to SBS to launch a new Homereach series in February 2011; 11 episodes, broadcast in nine languages, aim to increase awareness and understanding of services for frail older people, younger people with disabilities and their carers from culturally and linguistically diverse backgrounds
- started collection of more comprehensive data about the cultural background of both clients and carers from May 2011 in order to better identify needs and plan culturally appropriate and effective services.

Six key areas have been prioritised for implementation under Stronger Together 2, including:

- integrating cultural diversity goals into corporate service planning, monitoring and evaluation; regional offices will play a key role in developing locally tailored responses and central office will coordinate larger projects that operate across the state
- improving the collection of data about people from CALD backgrounds
- increasing cultural competency for front-line staff and effective implementation of the ADHC Language Services Policy in partnership with funded organisations
- maintaining and improving partnerships with multicultural community organisations
- improving access to services for people with a disability from CALD backgrounds, through person centred approaches
- increasing awareness of ADHC services within CALD communities through improvements to the ADHC website and providing new services that meet the information needs of CALD communities.

Businesslink

In 2010–11, we:

- finalised a multicultural policies and services program for 2010–13
- created an equity and diversity reference group to enable consultation on key strategies, plans and initiatives
- reviewed the community language allowance scheme that ensures language skills are appropriate for customer needs
- developed a focused program to encourage voluntary completion of equity and diversity data in human resource records which saw an increase of eight percent in the completion rate.

Our priorities for 2011–12 include:

- identifying staff language and intercultural work skills to make better use available resources
- designing and delivering cultural diversity training to key staff
- developing guidelines for interpreters
- ensuring contracted-out and funded services have accountability measures to ensure the participation and inclusion of people from diverse cultural and linguistic backgrounds.

6. Multicultural policies and services program

CONTINUED

ACHIEVEMENTS 2010–11

2011–12 PRIORITIES

Community Services

Community Services' Multicultural Strategic Commitment 2008–13 outlines the plan for multicultural policies and services, with coordination by a Multicultural Services Unit and through regional multicultural implementation plans. The Multicultural Services Unit:

- continued to set the direction for multicultural service provision
- supported good practice in services to CALD clients and communities
- ensured that multicultural issues are given appropriate consideration in all policy and operational areas
- established five-year objectives to support and provide services for CALD clients and their communities
- established a framework for planning and reporting on service provision for these clients
- supported integration with corporate planning and reporting processes
- established regional plans to implement the commitment, with regional multicultural advisory committees providing stakeholder input on implementing multicultural services.

In addition:

- 62 identified multicultural caseworker positions statewide provided bilingual and cross-cultural casework to 17 specific cultural groups and emerging refugee communities
- 175 staff were accredited under the Community Language Allowance Scheme, covering 35 languages to support communication with children and families
- we supported the needs of CALD children in out-of-home care with care plans including a new section on personal identity and culture to help develop their connection with culture, language and religion
- we funded three multicultural NGOs to recruit carers from Arabic-speaking, African and Greek communities
- we assessed and trained all new Community Services foster carers, providing them with skills in caring for culturally diverse children
- we continued to recruit carers from Arabic and Turkish speaking communities, and to support staff in meeting the cultural needs of Muslim and Vietnamese children in care.
- we continued funding for the African Sessional Workers project, providing cultural and language support to caseworkers working with families from Sudan, Somalia, Ethiopia, Liberia, Sierra Leone, Congo, Rwanda and Burundi
- we built relationships between Community Services and African community members through the African Learning Circle in western Sydney
- we established a multicultural service in south west Sydney under Brighter Futures to develop specialist expertise in providing early intervention services for culturally diverse families
- we held 44 community information services for refugee groups about what the division does, the child protection system and parenting practices – a 10 percent increase in the number of sessions held last year

Our priorities for 2011–12 include:

- funding projects and services which target the specific needs of culturally diverse clients and communities
- recruiting additional foster carers from culturally diverse backgrounds and assessing the cultural competence of all new foster carers
- delivering community information sessions for refugee communities
- working with mainstream funded organisations to ensure that services are appropriate and accessible for culturally diverse clients
- developing a resource to support cross-cultural casework in the Brighter Futures Program
- continuing caseworker training on culturally reflective practices
- maintaining interpreter services and providing accessible translations of community education material
- implementing the Multicultural Strategic Commitment through regional implementation plans
- integrating multicultural strategies with implementation of the Keep Them Safe Plan on child wellbeing
- implementing planning for cultural maintenance and development for children in care, through the care plan template.

Community Services

- we made available translations of key resources in up to 17 languages from www.communityservices.nsw.gov.au and through Community Services Centres
- we continued to support funded organisations to use interpreter services with a 12 percent increase compared to the previous year
- we ensured that service agreements and guidelines with funded services include a requirement to provide services which are appropriate and accessible for culturally diverse clients
- we provided a multicultural staff conference on effective practice with multicultural clients.

Housing NSW

In 2010–11, we:

- implemented the Housing NSW Multicultural Framework 2009–14 which outlines initiatives to respond to the housing needs of CALD clients including those at risk of homelessness, new arrivals and members of emerging communities
- established the Housing NSW Workforce Diversity and Equity Council to provide advice and feedback on equity and diversity employment issues
- provided opportunities for staff to undertake a range of cultural awareness and skills training
- translated key parts of the Rent It Keep It learning resource into five languages, enabling the resource to be used with different community groups to help clients secure and maintain a tenancy
- reported performance to the Community Relations Commission on the multicultural policies and services programs standards framework
- supported more than 90 staff with proficiency in nearly 30 languages to assist clients
- ensured targeted housing assistance information was available in a number of community languages and promoted access to language services
- published the tenant newsletter – Your Home – in five different languages.

In 2011–12, we will:

- continue to implement the multicultural framework, including integrating the needs of CALD clients to initiatives being developed as part of the Homelessness, Domestic Violence and Youth Action Plans.

The Guardianship Tribunal¹ has a key role in the protection and empowerment of people living with a decision-making disability. It exercises a protective jurisdiction and facilitates decision-making by hearing and determining applications for the appointment of guardians and financial managers for adults with decision-making disabilities.

The Tribunal provides written information about its role and jurisdiction in 12 languages. The information sheet “What does the Guardianship Tribunal do?” is available from www.gt.nsw.gov.au

During the year, the Tribunal used interpreters on 398 occasions across 15 different languages. The most requested languages were Arabic, Cantonese, Croatian, Greek, Korean, Mandarin, Polish, Serbian and Spanish.

Twenty-one percent of all hearings conducted and 20 percent of all new applications made to the Tribunal in 2010–11 concerned people with disabilities who identified themselves as a person from a culturally and linguistically diverse background.

In 2010, cultural awareness seminars were conducted for Guardianship Tribunal staff and related to services provided by the Tribunal.

¹ The *Public Sector Employment and Management (Departments) Order 2011* came into effect on 4 April 2011. The Guardianship Tribunal was transferred from the department and added to the Department of Attorney General and Justice. More information about the Guardianship Tribunal can be found at www.gt.nsw.gov.au

7. Disability action plans

The Department of Family and Community Services Disability Action Plan (2010–13) was published in October 2010 and aims to develop an inclusive workplace. It is aligned with EmployABILITY, a disability employment strategy for the NSW public sector. The department encourages managers and staff at all levels to focus on ability, not disability, and explores opportunities to build a more diverse workplace.

Key achievements in the reporting period include:

- developing and reviewing policies and procedures to ensure that they are inclusive of people with a disability
- working to improve employment, support and retention of staff
- accessing audits of public offices
- implementing communication plans to support the Disability Action Plan and raising staff awareness about the needs of people with disabilities.

Further information about the Disability Action Plan can be found at www.facs.nsw.gov.au

ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office (AHO) is committed to providing appropriate, affordable and accessible housing services to Aboriginal people with a disability, and providing employment opportunities to disabled applicants and staff.

Managed by Housing NSW, the AHO offers a range of products and services for people with a disability, including:

- subsidised housing with special income eligibility provisions that take into account expenses related to a medical condition, disability or injury
- an extra bedroom if Aboriginal tenants with a disability need to accommodate a family member or carer or store medical equipment
- disability modifications such as handrails, ramps and other modifications to ensure that social housing is suited to the needs of Aboriginal tenants with a disability
- the Special Assistance Subsidy, which provides eligible Aboriginal clients with a rental grant so they can rent in the private market
- the Private Rental Brokerage Service to assist homeless Aboriginal people with complex needs, including intellectual or physical disability, to find and maintain tenancies in the private market
- tenancy guarantees to private landlords for Aboriginal clients who have experienced difficulties in securing a private tenancy
- formal housing and support partnerships with relevant agencies providing coordinated accommodation and support for Aboriginal people with a disability
- tenant participation initiatives to ensure that Aboriginal people with a disability have equal opportunities to have a say in decisions that affect their homes and neighbourhood.

AGEING, DISABILITY AND HOME CARE

A standard induction framework is being developed to ensure that new staff receive a consistent message about their responsibilities and rights in relation to access, equality and diversity. Working with people with a disability is a core component of new training programs for frontline and other key staff.

ADHC is consulting with staff with a disability to identify issues and barriers to employment advancement by establishing a Disability Employees Network. The Network has brought together ADHC staff to:

- identify systemic issues for employees with a disability
- provide input and feedback on relevant policies and procedures such as the draft Promoting Mental Health and Wellbeing Policy
- promote career development opportunities for employees with a disability.

In consultation with the network, a range of information resources has been developed for employees with a disability and their managers, including fact sheets about modifications in the workplace. These resources are being promoted within ADHC to raise awareness of the issues facing employees with a disability and to empower them and their managers to address these issues.

ADHC is working with Vision Australia to host vision-impaired students undertaking a Certificate III in Customer Service during their student placement. We also 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 2011–12.

Providing equal access to buildings and facilities for people with a disability is fundamental to supporting the delivery of ADHC services.

By December 2011, new Supported Accommodation Design Guidelines will be finalised, incorporating lessons learned during Stronger Together 1. These new guidelines will assist service providers and NGOs to provide modern accommodation to meet the needs of people with a disability. These guidelines will also provide a benchmark for existing ADHC assets.

To ensure that existing residential accommodation continues to meet client support needs and relevant benchmarks, we are implementing individual asset plans for all community living assets.

Office Accommodation Manual – Design Guidelines for ADHC Offices – and a Signage Manual have also been developed to help provide improved office accommodation and signage. Access audits are being undertaken to ensure that appropriate disability parking is available at all ADHC offices.

BUSINESSLINK

From March 2011, Businesslink has aimed to increase the employment opportunities for people with a disability.

Key outcomes focus on the recruitment, retention and career development of people with disabilities, including:

- six disability car park spaces at Liverpool
- wheelchair-friendly entry, exit and access within the Liverpool building
- security swipe-card points accessible for staff and visitors in wheelchairs
- work stations designed to facilitate height adjustment
- an evacuation plan and training which considers people with disabilities or those who are less mobile, and evacuation chairs within the building
- translators for staff and visitors during large meetings and conferences
- teletypewriters (TTY) for staff with hearing impairments
- disability access considered in the location and design of regional offices in Queanbeyan, Orange, Newcastle, Lismore and Parramatta.

COMMUNITY SERVICES

Community Services focuses on five priority areas for action:

- identifying and removing barriers to services for people with a disability
- providing information in a range of formats that are accessible to people with a disability
- making government buildings and facilities physically accessible to people with a disability
- assisting people with a disability to participate in public consultations and to apply for and participate in government advisory boards and committees
- increasing employment participation of people with a disability in the NSW public sector.

In consultation with Housing NSW, we have identified 20 supported accommodation and crisis accommodation properties that will be modified.

Work continued to upgrade properties to meet relevant disability legislation and building codes, with an estimated 98 percent of our total property portfolio upgraded to meet these codes. We have continued to ensure that appropriate office accommodation is leased which will enable disability access, with 100 percent of our leased office accommodation portfolio meeting this requirement.

7. Disability action plans

CONTINUED

HOUSING NSW

Our Disability Action Plan 2009–13 guides our response to the needs of people with a disability and focuses on seven priority areas:

- ensuring that people with a disability are able to access housing services and products
- providing information in a range of accessible formats for people with a disability
- improving physical accessibility of buildings and facilities for people with a disability
- assisting participation of people with a disability in public consultations and on Housing NSW advisory boards and committees
- increasing employment opportunities in Housing NSW for people with a disability
- encouraging other agencies to improve community participation and quality of life for people with a disability in social housing
- providing quality specialist and adapted services to meet the needs of people with a disability.

We have a number of programs to assist people with disabilities, including:

- the Private Rental Subsidy
- the Disability Modifications Program
- the Tenancy Guarantee Program
- the Private Rental Brokerage Service Scheme
- Tenant Connect
- the Housing and Accommodation Support Initiative.

We work with the community housing sector to ensure that community housing providers continue to provide housing assistance to those most in need, including people with a disability.

Equal access to public housing services and information are promoted by:

- ensuring that the Housing NSW website – www.housing.nsw.gov.au – is accessible for people with a 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 a disability and seven percent employment of people requiring work related adjustment. We provide training courses for managers of staff with a disability and we are a member of the Australian Employers' Network on Disability. A "Managers' Guide: Disability in the workplace" is also promoted to line managers.

Disability awareness training is offered to all Housing NSW frontline staff to enhance skills and understanding in delivering services to people with a disability.

8. Overseas visits

DIVISION	OFFICERS	DATES	PURPOSE OF VISIT	DESTINATION
Ageing, Disability And Home Care	James Lim	11–17 June 2011	Undertook final part of Masters of Public Administration Program in New Zealand	Wellington, New Zealand
	Jennifer Quill	29 November – 3 December 2010	Undertook final part of Masters of Public Administration Program in New Zealand	Wellington, New Zealand
	Kathryn Coote Jourdan Di Leo Paul Mitchell	15–19 July 2010	Attendance at job and career expo	Auckland, New Zealand
Community Services	Mary Griffin	5–17 December 2010	Part of a delegation to Ethiopia for Ethiopia-Australia Intercountry adoption	Ethiopia
	Sonja Stewart ¹	6–7 Dec 2010	Participated in the Australia Human Rights Technical Cooperation Program on government purchase of NGO services	China
	Lisa Alonso Love Janet Schorer	1–3 December 2010	Attended Australia and New Zealand School of Government residential	New Zealand
Central office	Cliff Haynes ²	18 January 2011	Met with the supplier of Housing NSW's HOMES system, Northgate Public Services, and a number of Northgate's UK clients	London, United Kingdom
	Kerry Holling	19–23 September 2010	To present to the Oracle Open World Conference: "Integrated Automation of Policy and Downstream Process to Increase Efficiency"	San Francisco, United States
	Kerry Holling ¹	17 August 2010	To present to the Singapore Institute of Policy Studies forum on "Enhancing Public Service through Policy Automation"	Singapore

Aboriginal Housing Office, Businesslink and Housing NSW had no overseas visits.

¹ All costs were met by conference organisers.

² This visit was undertaken while Mr Haynes was on a private overseas trip at no cost to the department or NSW taxpayers.

9. Consultants

Consultancies over \$50,000

DIVISION	CONSULTANT	PROJECT	AMOUNT
Ageing, Disability and Home Care	Department of Services Technology	Closure business case	\$330,174
	Quovos Pty Ltd	Annual statewide regional report on quality assurance audits	\$256,780
Central office	Ernst & Young	Review capability and role of procurement function	\$84,569
	Nous Group	Develop organisational design models	\$73,154
	SMS Management and Technology Limited	Develop whole-of-department information management strategy	\$297,000
Community Services	ARTD Pty Ltd	Families NSW data reporting	\$102,613
		Community Builders data reporting	\$134,910
		Domestic violence data reporting	\$87,840
		Community Builders evaluation framework	\$52,272
	Ernst & Young	Child protection caseload consultancy report	\$264,262*
		Improved out-of-home care benchmark model	\$50,000*
		Out-of-home care caseload review (May – September 2010)	\$252,325*
	NEXUS Management Consulting Pty Ltd	Triple P evaluation	\$98,628
	Semann & Slattery	Aboriginal Child Youth and Family Strategy parenting book evaluation	\$70,641
	University of NSW	Staying Home Leaving Violence evaluation framework	\$50,000
Housing NSW	Third Horizon Consulting Partners	Asset management transfer options	\$51,867
	KPMG	Financial appraisal framework	\$55,671
	Think: Insight and Advice Pty	Review changes to the maintenance contracting and Housing Contact Centre call services	\$100,369
	CPT Global Ltd	Review HOMES project	\$52,787
	SGS Economics & Planning Pty Ltd	Review trends in the housing market	\$61,016

* Excluding GST.

The Aboriginal Housing Office and Businesslink had no consultancies over \$50,000.

Consultancies under \$50,000

DIVISION	CATEGORY	NUMBER OF CONSULTANCIES	AMOUNT
Aboriginal Housing Office	Policies and procedures	2	\$34,787
Ageing, Disability and Home Care	Home Care Service Information Technology	1	\$44,640
	Home Care Service organisational review	1	\$29,740
	Home Care Service training	1	\$10,522
	ADHC training	2	\$12,990
	ADHC environmental	1	\$6,000
Businesslink	Finance and accounting tax	4	\$62,015
Central office	Information management	1	\$24,200
	Management services	1	\$49,500
	Office accommodation	1	\$28,215
Community Services	Management services	19	\$266,918
	Review service delivery	5	\$101,403
	Training	3	\$24,044
Housing NSW	Asset management	2	\$5,226
	Communication strategy	1	\$9,356
	Housing research	5	\$92,720
	Organisational review	2	\$50,463
	System review	2	\$35,247

10. Right to information

The *Government Information (Public Access) Act 2009* (GIPA) commenced on 1 July 2010, replacing the *Freedom of Information Act 1989*.

The department is committed to ensuring the public's right to information meets the requirements of the GIPA Act and responses to other requests for information are handled effectively. Access to information may be considered through either formal or informal applications. For more information about making a formal application to the department, go to www.facs.nsw.gov.au or go to the Office of the Information

Commissioner website – www.oic.nsw.gov.au – for information about your rights under the Act.

A review was carried out in accordance with section 7(3) of the Act and the following information was made publicly available as part of proactive disclosure requirements:

- annual reports
- brochures
- codes of conduct and statements of business ethics
- contact details
- media releases
- newsletters

- reports tabled in Parliament
- overviews of reports, plans and papers
- research and data reports
- transformation, strategy, quarterly child protection data reports.

The department received a total of 706 formal access applications for processing in 2010–11. Of these, 279 formal access applications were refused, either wholly or in part, because the application was for disclosure of information not in the public's interest.

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	2	3	2	2	-	-	-	2
Members of Parliament	3	5	1	-	-	4	-	3
Private sector business	1	2	2	-	-	-	-	-
Not-for-profit organisations or community groups	3	7	-	10	-	-	-	3
Members of the public (legal representative)	33	240	6	15	-	1	1	18
Members of the public (other)	21	153	11	19	-	4	1	32

10. Right to information

CONTINUED

Number of applications by type of application and outcome

	PERSONAL INFORMATION APPLICATIONS	NON-PERSONAL INFORMATION*	COMBINATION OF PERSONAL & NON-PERSONAL INFORMATION**
Access granted in full	44	14	1
Access granted in part	394	11	3
Access refused in full	17	3	-
Information not held	39	8	-
Information already available	-	-	-
Refuse to deal with application	1	6	2
Refuse to confirm/deny whether information is held	2	-	-
Application withdrawn	49	7	-

* Access applications other than personal information applications.

** Access applications that are partly personal information applications and partly other.

Invalid applications

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS
Application does not comply with formal requirements (section 41)	172
Application is for excluded information of the agency (section 43)	-
Application contravenes restraint order (section 110)	-
Total number of invalid applications received	172
Invalid applications that subsequently became valid applications	99

Conclusive presumption of overriding public interest against disclosure

(matters listed in Schedule 1 of the Act)

	NUMBER OF TIMES CONSIDERATION USED
Overriding secrecy laws	-
Cabinet information	2
Executive Council information	-
Contempt	-
Legal professional privilege	41
Excluded information	1
Documents affecting law enforcement and public safety	-
Transport safety	-
Adoption	-
Care and protection of children	272
Ministerial code of conduct	-
Aboriginal and environmental heritage	-

Other public interest considerations against disclosure

(matters listed in section 14 of the Act)

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	339
Law enforcement and security	263
Individual rights, judicial processes and natural justice	319
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	-
Secrecy provisions	246
Exempt documents under interstate Freedom of Information legislation	-

Timeliness

	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extension)	510
Decided after 35 days (by agreement with applicant)	9
Not decided within time (deemed refusal)	37
Total	556

Number of applications reviewed under part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	-	4	4
Review by Information Commissioner	-	5	5
Internal Review following recommendation under section 93	-	-	-
Review by Administrative Decisions Tribunal	-	1	1
Total	-	10	10

Applications for review under part 5 of the Act (by type of applicant)

	NUMBER
Applications by access applicants	8
Applications by persons to whom information the subject of access application relates (section 54)	2

11. Privacy and personal information

The Department of Family and Community Services maintains privacy management plans in accordance with the *Privacy and Personal Information Protection Act 1998* (PPIPA).

12. Consumer response

ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Information Service unit within the Aboriginal Housing Office (AHO) received 784 enquiries, mostly concerning priority housing and repairs and maintenance. Customer complaints relating to tenancy management matters are directed to Housing NSW under the service agreement.

AGEING, DISABILITY AND HOME CARE

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. Fact sheets about complaints handling are available at 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 branch monitors the handling of complaints raised in correspondence to the Minister for Ageing and Disability 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 branch also accepts complaints received through the FACS website and from the National Disability Abuse and Neglect hotline and allocates these to appropriate sections of ADHC for action and response.

Complaints are monitored by the Governance and Assurance directorate with work continuing to establish systems to allow more in depth analysis of complaints in terms of emerging issues and trends.

There was an overall reduction in registered complaints. This should also be viewed in terms of the growth in services from the previous year, representing a more significant reduction in real terms.

A total of 966 complaints were registered in 2010–11, compared with 2,328 registered complaints in the previous 12-month period – a 59 percent decrease. Of these, 866 complaints were received by regions and 100 by central office. Complaints about regional Home Care decreased by more than 50 percent from 1,513 in 2009–10 to 739 this year. Complaints represented four broad categories – service delivery (65.32 percent), staff and other (25.98 percent), service access (6.94 percent) and policy (1.74 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.

Ageing, Disability and Home Care – summary of complaints by type

LOCATION	BUSINESS AREA	SERVICE DELIVERY	SERVICE ACCESS	POLICY	STAFF AND OTHER	TOTAL
Central Office	Home Care	66	15	-	19	100
	Accommodation and Respite	-	3	-	-	3
Western	Home Care	126	1	4	59	190
	Planning and Access	2	-	-	-	2
Northern	Accommodation and Respite	14	1	1	6	22
	Home Care	53	3	1	13	70
	Planning and Access	3	1	-	3	7
Metro South	Accommodation and Respite	37	4	1	23	65
	Home Care	89	11	5	40	145
	Planning and Access	9	5	-	6	20
Metro North	Accommodation and Respite	16	2	-	4	22
	Home Care	46	4	-	16	66
	Planning and Access	25	2	-	1	28
	Other	-	1	-	-	1
Hunter	Accommodation and Respite	6	1	-	2	9
	Home Care	25	-	-	17	42
	Planning and Access	8	7	1	9	25
Southern	Accommodation and Respite	9	2	3	2	16
	Home Care	93	2	-	31	126
	Planning and Access	4	2	1	-	7
Total		631	67	17	251	966

Ageing, Disability and Home Care – customer feedback main issues

REASON	COMPLAINTS	%
Service access	67	6.9
Service quality	631	65.3
Other	268	27.7
Total	966	100

12. Consumer response

CONTINUED

BUSINESSLINK

Businesslink received 93 complaints and 160 compliments through the feedback management system, compared with 37 complaints and 72 compliments last year. The increase in feedback is attributed to the launch and promotion of the feedback management process across FACS and other clients in early 2011. Other improvements included establishing customer feedback contact points and a standard operation process published on the intranet. A team was set up to work out regular causes for complaints and an awareness program about dealing with complaints was introduced at team briefings.

Of the 93 complaints, 17 resulted in procedural updates, 44 contributed to quality assurance, staff training and coaching programs. Twenty-six complaints were processed in accordance with established procedures and customers were not aware of these.

A number of changes were made to streamline processes for hiring disability support workers, which have reduced incoming enquiries and resolved the complaint. This includes collecting additional data, letter modification and clarification of information.

Businesslink – client feedback

REASON	COMPLAINTS	%	COMPLIMENTS	%
Service delivery	8	8.6	104	65
Quality of service	36	38.7	37	23.1
Response	49	52.7	19	11.9
Total	93	100	160	100

COMMUNITY SERVICES

During the year, the Complaints Unit received 1,744 complaints and enquiries, similar to the 1,759 complaints and enquiries received last year.

Complaints were received via telephone, mail, email, fax, and an internet online form. Complainants included birth parents, carers, relatives, community members, as well as young people.

The Complaints Unit was co-located with the Child Protection Helpline on 16 May 2011 to enable access to call centre technology and improve capacity to respond to all calls.

Common complaints included the nature and frequency of contact between children and young people in out-of-home care and significant people in their lives, communication with clients and other stakeholders, responses to reports of risk of significant harm and adherence to case plans and other commitments.

HOUSING NSW

The Client Feedback Unit aims to provide equal access to housing services for clients, accurate information, prompt and efficient service and an avenue for concerns to be resolved. Clients may contact the unit by calling 1300 468 746 8.00am – 4.00pm Monday to Friday. Clients may also send written feedback by post, fax or via email through www.housing.nsw.gov.au

Housing NSW – client feedback statistics

CATEGORY	2009–10		2010–11	
	NUMBER	%	NUMBER	%
Aboriginal Housing Office complaints	1	-	2	-
Aboriginal Housing Office compliments	-	-	-	-
Aboriginal Housing Office enquiries	113	-	22	-
Aboriginal Housing Office suggestions	-	-	-	-
Housing NSW complaints	4,731	8.50	6,440	69.00
Housing NSW compliments	357	-	385	4.13
Feedback from contractors	1,971	3.55	94	1.01
Chief Executive calls	-	-	-	-
General enquiries	48,156	86.89	2,346	25.14
Suggestions	90	-	44	-
Total	55,419	100	9,333	100

Notes:

1 AHO customer complaints relating to tenancy management rates are included in Housing NSW statistics.

2 Due to implementation of the IT system – HOMES – general enquiry calls are no longer logged in the feedback management system, therefore the results for 2010–11 are considerably lower than previously reported.

Public housing appeals – first tier

If a public housing applicant or tenant is not satisfied with a decision made by a member of staff regarding eligibility for assistance, allocation of housing, tenancy management issues or other matters, they may request a review of Housing NSW's decision. A senior manager within the relevant team reviews the original decision. This is called a first-tier appeal.

Social housing appeals – second tier

The Housing Appeals Committee has jurisdiction over the external appeals process for all social housing clients in NSW. Most decisions made under social housing policy can be appealed externally, once the person has had their case reviewed at an internal appeal. The external appeal is conducted by a panel of independent members appointed by the Minister and Cabinet.

During 2010–11, the Housing Appeals Committee received 396 appeals, of which 22 were from community housing clients. Of the 355 appeals heard, 336 were Housing NSW and 19 community housing matters. Fifteen clients each had two appeal issues heard. Forty-one clients did not proceed to a hearing as some matters were not within jurisdiction or had not been through the internal appeal. Some of these cases were resolved prior to second level appeal.

A breakdown of appeals by area shows:

- 144 from Central Sydney
- 140 from Greater Western Sydney
- 33 from Northern NSW
- 19 from Southern and Western NSW.

Housing NSW – second-tier appeals hearing results

	2010–11
Declined	190
Recommended a change in decision	126
Resolved prior to the hearing	17
Approved by Housing NSW following adjournment	3
Total	336*

* 19 cases are pending as at 30 June 2011.

Housing NSW – second-tier appeals final outcomes

	2010–11
Recommendations supported by Housing NSW	97
Recommendations not supported by Housing NSW	2
Resolved	3
Total	102*

* 24 cases have not been finalised as at 30 June 2011.

Of the community housing appeals heard, 16 were from metropolitan Sydney and three were from regional NSW.

Housing NSW – community housing appeals hearing results

	2010–11
Declined appeals heard	4
Resolved/approved by community housing provider after adjournment	3
HAC recommended a change in decision	10
Total	17*

* Two cases pending a result as at 30 June 2011.

Housing NSW – community housing final outcomes

	2010–11
Recommendations supported by community housing	9
Recommendation not supported	-
Pending final outcome	1

13. Land disposal

Ageing, Disability and Home Care (ADHC) disposed of 11 properties because they were not in the best location to meet the demand for services, suitable for the needs of ADHC clients or economical to maintain, repair or redevelop.

Fifty percent of proceeds from the sale of these properties were used to support ADHC's operations and the remaining funds were returned to NSW Treasury.

Access to documents relating to each disposal may be obtained under the *Government Information (Public Access) Act 2009* (GIPA). For more information, go to www.adhc.nsw.gov.au

One property (208 Dowling Street, Woolloomooloo) with

a value greater than \$5 million was transferred by way of an equity transfer from Community Services to the Department of Education and Communities.

Access to documents relating to transfer of property may be obtained under the GIPA Act. For more information go to www.community.nsw.gov.au

Proceeds from the sale of Housing NSW properties were either used to support operations or reinvested into initiatives. Properties were disposed because they were inappropriately located to best serve the need for housing, or they were no longer deemed suitable for the needs of clients or uneconomical

to maintain, repair or redevelop. In some cases, under the community regeneration initiative, it was necessary to break down the concentration of public housing in estates by integrating private housing with social housing. In other cases, public housing tenants applied to purchase their homes.

There were no sales of \$5 million or more in 2010–11 other than by tender or public auction. Access to documents relating to each disposal may be obtained under the GIPA Act. For more information, go to www.housing.nsw.gov.au

14. Credit card certification

Credit card use by Department of Family and Community Services staff was in accordance with NSW Government guidelines.

15. Disclosure of controlled entities

FACS controls and provides staff to the Aboriginal Housing Office, which replaced the Aboriginal Housing Group Staff in 2009–10.

The department does not have a controlling interest in any other entities.

16. Environmental sustainability

FACS is committed to applying environmentally sustainable practices throughout the department and continues to look at ways to reduce waste and increase recycling. Our work in this area is influenced by the NSW Waste Reduction and Purchasing Policy (WRAPP) which requires government departments to implement WRAPP plans.

ABORIGINAL HOUSING OFFICE

The management of Aboriginal Housing Office (AHO) owned properties and tenancies is mainly undertaken by Housing NSW under a service agreement with the AHO. Housing NSW manages AHO properties and tenancies according to the Housing NSW Environmental Strategy for reducing greenhouse gas emissions, reducing waste and minimising environmental damage.

The AHO continues to promote waste reduction and employs office suppliers that use recycled content in their paper, cardboard and toner cartridges. Most photocopy paper purchased by the AHO has at least 10 percent recycled content and copy paper has up to 90 percent recycled content. The AHO supplies all staff with paper recycling bins at their workstations and uses local not-for-profit organisations, particularly in regional areas, for reuse and recycling of office resources.

The AHO continues to maintain a car fleet with an above average environmental performance score as defined in the NSW Government's Cleaner Fleet initiative, and has remained within the government's energy management guidelines for decreasing its carbon footprint. Two vehicles in our fleet of 13 are hybrid.

AGEING, DISABILITY AND HOME CARE

Use of technology and electronic procurement has increased through eTendering and SmartBuy to reduce the environmental impact of procurement, and staff are encouraged to make better "green" choices when purchasing products. This includes the use of the minimum energy performance standards for relevant electrical products and appliances in group homes.

An audit of waste consumption has been undertaken with other departments to develop a joint plan for implementing the State Contracts Control Board's integrated waste management contract which will rationalise the supplier base, achieve cost savings and promote more sustainable waste management processes.

The government target of 85 percent of copy paper purchased containing recycled content will be exceeded by 2014. Recycled content is regularly used in printing publications.

Fleet has exceeded government targets for the number of hybrid vehicles and ethanol blended fuel (E10) use. E10 is used where practicable, available and cost effective, with over 68 percent of fuel purchases now E10 as of March 2011.

A policy is in place stipulating that new construction projects for residential accommodation have sustainable housing features such as insulation, external shading, energy efficient lighting, use of natural light and ventilation and alternative energy systems such as solar.

BUSINESSLINK

Businesslink continues to develop its waste reduction and purchasing policy with a preferred supplier agreement for office paper containing 50 percent recycled content and recycling all print cartridges and cardboard and paper products. Redundant computer material is recycled through a company that uses components to rebuild or repair other equipment.

During 2010–11, Businesslink recycled 9.27 tonnes of paper and 5.40 tonnes of cardboard, resulting in a 47 cubic metre reduction in landfill.

The use of ethanol blended fuel (E10) within Businesslink fleet has exceeded both the 20 percent target set by the government, and Businesslink's own 30 percent target, for 2010–11. On average, the E10 monthly usage was 62.4 percent for the year, a 50 percent increase over the previous year. Careful selection of vehicles has improved the overall "green fleet score" from 11.8 to 12.5 percent.

16. Environmental sustainability

CONTINUED

COMMUNITY SERVICES

National Australian Built Environment Rating System ratings were obtained for 19 Community Services offices across the state, with ratings of between 4.5 and 5 stars achieved at the offices assessed. Offices have been fitted with sensor lighting and black-out blinds to minimise energy use and reduce demand on air conditioning systems.

The cost of electricity and gas use increased from \$2.3 million in 2009–10 to \$2.9 million in 2010–11. This is due to Consumer Price Index charge increases and additional accommodation acquired during the year.

There has been a continued increase in the use of E10 fuel, as well as a trend to replace six cylinder vehicles with four cylinder and hybrid vehicles and public transport is promoted as an alternative to driving.

Community Services purchased 19,760 reams of virgin paper at a cost of \$102,421 and 59,226 reams of recycled paper at a cost of \$286,562; 12,429 tonnes of paper were sent to recycling. A total of 1,184 new printer cartridges were purchased for a total of \$268,464 and 1,025 remanufactured cartridges were purchased for a total of \$176,397; 246 tonnes of toner cartridges were sent for recycling.

HOUSING NSW

Housing NSW aims to achieve a 63 percent resource recovery of waste generated by 2014 as part of the Environmental Sustainability in Housing strategy. Resource recovery is a measure of how you divert waste from going to landfill; for example, through reusing, recycling or composting.

During 2010–11, 44 percent of waste generated was recovered, with the average total waste and recycling generated per employee per day as 0.282kg, which is 35 percent less than the industry average of 0.432kg.

Housing NSW has been working to reduce waste produced in offices. Paper consumption decreased in 2010–11 to 5,819 A4 sheets per staff member, a reduction of 1,491 A4 sheets per employee.

Housing NSW is also reducing corporate waste by introducing more recycling in its larger offices. In 2010–11, 5 out of 11 offices more than 1,000 square metres had implemented paper and cardboard recycling, secure document destruction and commingled recycling, making it easier for staff to reduce waste at work.

Housing NSW continues to report on its energy use and purchase Green Power. For 2010–11, use of Green Power was 3,082,596kWh, which represents 11.4 percent of total electricity consumption.

Housing NSW is working in partnership with the Office of Environment and Heritage and Blacktown, Campbelltown and Wollongong City Councils to improve recycling in social housing multi-unit homes. Waste and recycling audits have been carried out in 459 homes and education programs are now underway to assist social housing residents improve recycling rates.

Housing NSW won the following environmental awards in 2010–11:

- Australian Institute of Landscape Architects awards for the Green Street program
- HIA-CSR Special Purpose Housing of the Year Award for a 24-unit housing complex at Isabella Street, North Parramatta
- Public Sector Energy award in the Green Globe Awards
- Urban Design award for the Green Street program
- Urban Taskforce's Development Excellence award for the One Minto estate renewal project.

17. Internal audit and risk management

The NSW Treasury Internal Audit and Risk Management Policy (TPP 09–05) provides a comprehensive and rigorous framework for the operation of Audit and Risk Management for the NSW Public Sector. FACS achieved compliance with the core requirements of the policy as required by 30 June 2011.

FACS Audit and Risk Committee was established in May 2010 and met four times in 2010–11 to oversee audit and risk functions. It includes three independent members with extensive experience in audit and risk management and two FACS members of staff.

Representatives from the NSW Audit Office and senior FACS management – including the Director General, Chief Audit Executive, Chief Financial Officer and Assistant Director General Corporate and Shared Services – attended the meetings.

In 2010–11, the committee:

- endorsed the internal audit plan and charter for 2010–11
- reviewed the enterprise risk management framework and risk register
- monitored implementation of mitigation strategies for high-risk business matters
- monitored implementation of recommendations relating to major internal and external audit issues
- developed the fraud and corruption prevention framework, business continuity framework and legislative compliance framework
- agreed accuracy of the 2009–10 consolidated financial statements and recommended submission to the Director General
- reviewed the quarterly business performance report
- implemented its performance assessment review.

The committee reviewed and endorsed the enterprise risk management framework in June 2010. The framework acknowledges that FACS divisions must take an active approach to risk management and focuses on strategic risks to the department including major organisational change, reform projects and large scale service delivery impacts.

In August 2010, the committee endorsed the FACS response to the NSW Treasury following the release of the NSW Treasury Policy Internal Audit and Risk Management in the NSW Public Sector (TPP 09–05 and TC 09–08). The Director General confirmed compliance with audit and risk requirements for the previous financial year based on evidence from divisional Chief Executives. O’Conner Marsden reviewed FACS accounting systems and internal controls in order to provide assurance to the committee as well as the Chief Financial Officer, FACS Board and NSW Treasury.

The committee considered and endorsed the 2009–10 financial statements at its August and October 2010 meetings which the Director General approved.

17. Internal audit and risk management

CONTINUED

ABORIGINAL HOUSING OFFICE

The NSW Treasury Managed Fund (TMF) through Allianz provides coverage for most government agencies' business operations. TMF covers the Aboriginal Housing Office (AHO), the Board, Head Office and regional operations, but does not insure risks relating to the AHO's property portfolio.

The AHO self-insures its property portfolio for fire damage, vehicle impact, and tempest. Based on past experience, and from research, this remains more economical than buying insurance. Funds continue to be set aside for self-insurance purposes.

AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) established an Audit and Risk Committee (ARC) consistent with the requirements of the Treasury Internal Audit and Risk Management Policy (TPP 09-05). The Audit and Risk Committee provides independent assessment of the risks facing the organisation 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.

During the past year, the committee monitored ADHC's implementation of the Internal Audit and Risk Management Policy for the NSW Public Sector.

The committee met seven times in 2010-11 and endorsed the following 19 internal audits and performance reviews:

- Accounts Payable
- Asset Management
- Business Continuity Management Policy and Plan
- Children's Legislation
- Crisis Management Plan
- ECM Usability Assessment
- Fleet Management
- FMS Change Management and Training
- FMS Cutover Readiness
- FMS Parallel Run
- Fraud and Corruption Prevention Policy and Plan
- John Williams Memorial Trust
- Operational Policy Governance
- Pandemic Management Plan
- Privacy Audit
- Review of Businesslink/ADHC Interface Phase 2
- Risk Management Policy, Procedures and Reporting Framework
- Shared Services Fees
- Support Service Governance Plan.

ADHC also has a comprehensive enterprise risk management framework (ERMF), which includes a risk management policy, guidelines and an implementation plan. The framework provides processes to identify and manage the financial, business, strategic and operational risks faced by ADHC, including major projects, insurance arrangements, business continuity and disaster recovery, and fraud and corruption control.

ADHC undertakes annual reviews of its corporate risk profile and half yearly reviews of its risk register including risk mitigation strategies. ADHC also undertakes monthly monitoring of identified high risk categories and provides risk reports to the ADHC executive monthly and to the FACS ARC quarterly. The ARC reviews and provides oversight of ADHC's Enterprise Risk Management Framework to ensure its effectiveness in risk identification and management.

In 2010-11, ADHC placed emphasis on developing and implementing a comprehensive fraud and corruption awareness and prevention program and improving the business continuity management framework across its regions. This included developing business continuity plans at key service locations.

Identified areas of risk under consideration include occupational health and safety and reporting of critical incidents.

BUSINESSLINK

Businesslink participates in the TMF, which provides workers' compensation, legal liability, motor vehicles, property and miscellaneous cover.

Businesslink has an enterprise risk management framework which is designed to assist managers to identify, administer and control strategic, corporate, fraud, and operational risk. The framework is consistent with AS/ISO 31000. The internal audit program and several key management systems, including information security and business continuity, use this risk-based approach.

Businesslink's Audit and Risk Committee met five times in 2010–11 and endorsed nine internal audits, three third-party assurance reviews and eight process assessments.

COMMUNITY SERVICES

During 2010–11, Community Services implemented an Enterprise Risk Management Framework, consistent with FACS enterprise risk management framework, and in compliance with Treasury Policy TPP 09–05.

Community Services does an annual strategic risk assessment and monitors strategic risks on a quarterly basis, escalating relevant risks to the FACS Audit and Risk Committee. Community Services is embedding risk management within the division by working with business areas to develop risk registers and reports and monitor risks through the quarterly business review process.

The Audit and Risk Committee met four times during the year and there is a three-year Internal Audit Plan (2010–13) which helps the division focus on areas of highest risk. A comprehensive insurance program through the TMF covers workers' compensation, public liability, motor vehicle, property and miscellaneous liability.

HOUSING NSW

In 2010–11, Housing NSW implemented the Enterprise Risk Management Framework, revised our business continuity management policy and began upgrading the business continuity plan operator manuals.

The natural disaster response capabilities were improved by streamlining emergency temporary accommodation arrangements and training approximately 20 Disaster Response Coordinators and other staff.

A revised legislative compliance framework was implemented to improve the management of compliance risk. A risk-based internal audit program continued to monitor high risk business functions and processes. Emerging trends in risks were monitored to inform strategic direction and planning priorities. Housing NSW demonstrated compliance with all aspects for core requirement 5, "Internal Audit and Risk Management Policy for the Public Sector" (TPP 09–05), in an independent audit of Housing NSW's Enterprise Risk Management Framework.

The Audit and Risk Committee for the NSW Land and Housing Corporation and the Aboriginal Housing Office met six times during 2010–11 and addressed significant risks including:

- timely and cost effective delivery of the Nation Building Economic Stimulus Plan (NBESP) targets
- responding to a changing client profile
- effective delivery of a diverse reform agenda
- delivering growth in the community housing sector.

In 2010–11, the commercial insurance program continued to provide appropriate and cost effective coverage for insurable risk. The total cost of insurance premiums, including all charges and fees for 2010–11 was \$7,505,268. This excludes construction risks and the asbestos premium (which incorporated NBESP works in 2010–11). This is a gross saving of seven percent from 2009–10.

Housing NSW is self-insured for the first \$5 million of any property loss and the first \$250,000 of any public liability claim. Against a declared asset value of \$27 billion there has been an 8 percent decrease in property premium. There has been no increase in liability premium and a 39 percent reduction in workers' compensation premium arising from Housing NSW's participation in the WorkCover Retro-Paid Loss Premium Scheme.

Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR DEPARTMENT OF FAMILY AND COMMUNITY SERVICES



Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the Department of Family and Community Services

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Department of Family and Community Services has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the Department of Family and Community Services is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Alexander Smith, Independent Chair
Term of appointment: up to four (4) years commencing 14 June 2010
- Carol Holley, Independent Member 1
Term of appointment: up to four (4) years commencing 14 June 2010
- Terry Barnes, Independent Member 2
Term of appointment: up to four (4) years commencing 14 June 2010
- James Christian, Chief Executive, Aboriginal Affairs, Internal Member 1
Term of appointment: 14 June 2010 to 4 April 2011
- Peter Muir, Assistant Director General, Service Delivery Improvement, Internal Member 2
Term of appointment: up to four (4) years commencing 14 June 2010

These processes provide a level of assurance that enables the senior management of the Department of Family and Community Services to understand, manage and satisfactorily control risk exposures

A handwritten signature in blue ink, appearing to be 'Jim Moore', written over a horizontal line.

30 AUG 2011

(Sign & Date)

Jim Moore
Acting Director-General

Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR ABORIGINAL HOUSING OFFICE



Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the Aboriginal Housing Office

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Aboriginal Housing Office has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the Aboriginal Housing Office is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Carol Holley, Independent Chair
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Housden, Independent Member 1
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Lucas, Independent Member 2
Term of appointment: up to four (4) years commencing 7 April 2010
- Leonie King, Executive Director, Community Housing, Internal Member 1
Term of appointment: up to four (4) years commencing 7 April 2010
- Ivan Simon, Acting Deputy Chief Executive, Aboriginal Housing Office, Internal Member 2
Term of appointment: up to four (4) years commencing 7 April 2010

These processes provide a level of assurance that enables the senior management of the Aboriginal Housing Office to understand, manage and satisfactorily control risk exposures

30 AUG 2011

(Sign & Date)

Jim Moore
Acting Director-General

Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR LAND AND HOUSING CORPORATION



Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the New South Wales Land and Housing Corporation

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the New South Wales Land and Housing Corporation has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the New South Wales Land and Housing Corporation is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Carol Holley, Independent Chair
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Housden, Independent Member 1
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Lucas, Independent Member 2
Term of appointment: up to four (4) years commencing 7 April 2010
- Leonie King, Executive Director, Community Housing, Internal Member 1
Term of appointment: up to four (4) years commencing 7 April 2010
- Ivan Simon, Acting Deputy Chief Executive, Aboriginal Housing Office, Internal Member 2
Term of appointment: up to four (4) years commencing 7 April 2010

These processes provide a level of assurance that enables the senior management of the New South Wales Land and Housing Corporation to understand, manage and satisfactorily control risk exposures

A handwritten signature in blue ink, appearing to be 'Jim Moore', written over a horizontal line.

30 AUG 2011

(Sign & Date)

Jim Moore
Acting Director-General

18. Research and development

A range of research and development activities were undertaken across the department during the year.

Research undertaken by the Aboriginal Housing Office (AHO) included:

- analysis of the Commonwealth Rent Assistance (CRA) threshold rent model for the NSW Aboriginal Community Housing sector
- analysis of the financial viability of NSW Aboriginal community housing providers using the CRA threshold rent model
- methodology for setting a property rent for discrete Aboriginal communities and properties in remote and outer regional areas
- funding requirements for the transitional rent gap subsidy for Aboriginal community housing providers
- development of rent and subsidy modelling as part of the Build and Grow strategy
- face to face interviews with tenants in the Aboriginal community housing sector tenant early intervention pilot program
- performance audit of Remote Indigenous Housing National Partnership backlog and maintenance and refurbishments operations manual
- evaluation of the Provider Assessment and Registration system pilot which targets people leaving correctional facilities.

The AHO works with other agencies on data collection, research and evaluation activities such as the Community Housing and Infrastructure Needs Survey and the annual collection of

Aboriginal community housing dwelling information in collaboration with the National Reporting Framework on Indigenous Housing. AHO regional staff also work with Housing NSW to evaluate tenancy housing issues.

One major AHO project focused on Aboriginal people sustaining tenancies after they leave correctional facilities (National Partnership on Homelessness project). The initial target group was people at high risk of reoffending in Broken Hill.

Businesslink did not undertake any research and development activities in 2010–11.

Community Services' Research Centre encourages the use of research within the division, undertakes primary research, and supports a number of external research projects with the aim of improving the evidence base in child welfare. Community Services has three major research projects underway in 2010–11:

- Pathways of Care, a five-year \$1.5 million longitudinal study of children in out-of-home care (OOHC) conducted with leading academics in the field, is in its first annual wave of data collection. All children and young people entering OOHC in NSW for the first time over a 12-month period are being recruited into the study. To understand the factors that influence outcomes, detailed information about the life course development and experiences of children and young people in OOHC is being gathered prospectively from approximately 2,300 study children and young people. The study aims to inform policy and practice to strengthen the OOHC service system in NSW and to improve the outcomes for those in OOHC.

- Funding of \$208,000 was provided to undertake the Brighter Futures Aboriginal Families Study to improve understanding of issues related to access, participation, retention of and outcomes for Aboriginal families in the Brighter Futures early intervention program. Caseworkers and families involved with the program have been interviewed and results will be available in 2011–12. Results from the study will be used to guide improvements to the program to better meet the needs of Aboriginal families.
- An Intensive Outcomes Study was completed as part of the Brighter Futures evaluation in conjunction with the Social Policy Research Centre at the University of NSW. The study explored in-depth outcomes for 127 families involved in the program and found improvements in comparison to families not in the program. The final evaluation report was published in September 2010.

During 2010–11, Housing NSW selected 56 research projects to commence, with topics ranging from neighbourhood renewal to housing for older Australians.

We contributed \$501,075 funding to the Australian Housing and Urban Research Institute (AHURI). Through its National Housing Research program, AHURI expands the evidence base that informs housing policy and programs across Australia. Housing NSW helps set AHURI research priorities, including selecting new projects to fund, supporting research and disseminating findings.

18. Research and development

CONTINUED

Housing NSW also commissioned AHURI to undertake six research syntheses to summarise available evidence on location disadvantage, estates strategy, homelessness interventions, youth housing and integrated national approaches to housing. Housing NSW uses this evidence to work with the Commonwealth Government and other housing agencies to improve services and plan for future housing needs.

Key research projects

PROJECT	TARGET CLIENT GROUP	FUNDING
Ageing, Disability and Home Care		
45 and Up Study (coordinated by The Sax Institute)	Older people, people with a disability and their carers	\$300,000
Acquired brain injury research project	People with an acquired brain injury	\$75,000
Active engagement of older people in the community	Home and Community Care (HACC) clients	\$89,073
Adult transition project	Adults with disabilities	\$120,230
Ageing in place	People with a disability and their carers	\$400,000
Analysis of HACC Minimum Dataset	HACC clients aged over 45	\$45,816
Applied research grants	– Older people participating in volunteer work – IT application	\$250,000
Applied research grants	Older culturally and linguistically diverse volunteers	\$249,206
Barriers and enablers to the use of evidence-based proactive by ADHC speech pathologists	Speech pathologists	\$126,720
Carers and social inclusion: new frameworks, evidence and policy lessons	Carers	\$30,000
Community Living Award Review – review of Accommodation and Respite restructure	People with a disability and professional workforce	\$150,000
Common client analysis	People with a disability using health services	\$100,000
Community transport improvement project	Socioeconomically disadvantaged people in remote area	\$150,000
Core skills and development	Workforce	\$378,000
Demographic profile and support needs investigation of persons with multiple and complex disabilities	People with a disability	\$26,070
Early intervention assistive technology project	Children with a disability	\$400,469
Effective assessment of social isolation	Older people, people with a disability and people living alone	\$93,161
Effective behaviour services study	People with a disability	\$26,250
Environmental and built factors for maintaining independence in older age	Older people	\$99,400
Exploring sexuality knowledge assessment tools for people with an intellectual impairment	Disability service managers and clinicians	Nil
HACC future growth areas project 2009–10	Future growth in demand areas for HACC services	\$150,000
Health promotion and early ageing	People with an intellectual disability who are ageing	\$87,273
Home maintenance and modifications clearinghouse and research	HACC clients	\$70,566

PROJECT	TARGET CLIENT GROUP	FUNDING
Intellectual and other cognitive disability in the criminal justice system	People with an intellectual disability	\$21,671
Local government and ageing	Local government and older people in the community	\$64,964
Measuring outcomes in community care	Older people, people with a disability and carers	\$87,094
Mediation	People with a disability	\$30,000
Mindfulness-based stress reduction training for group home staff in intellectual disability services: can it reduce challenging behaviour, and change how staff think and feel?	Workforce and people with a disability	\$120,000
Non-government organisation (NGO) workforce indicators project	NGO paid and voluntary workforce	\$87,125
Non-government community services workforce	Workforce	\$149,987
Pilot study: minimum data set for disability, health and mental health services	HACC and NSW Health clients	\$149,811
Potential contribution of NGO sector to delivering more and better services to people with a disability	NGOs and people with disability	\$99,916
Research and development project on acquired brain injury – specialised assessment and intervention	NSW specialist practitioners and specialist services	\$75,000
Respite assessment and booking system	ADHC Respite Centres	\$150,000
Review of community living in-home and drop-in accommodation support services in NSW	People with a disability	\$225,500
School readiness for Aboriginal children with a disability: evaluation of a therapy transition program in inclusive settings	Aboriginal children with a disability and their families	\$156,599
Scoping of longitudinal study	People with a disability	\$75,000
The efficacy of the Sensory Protocol	Children and young people with a disability	\$12,472
Transformations of care	Community care workforce	\$89,430
Where are teachers' voices?	Students with multiple severe disabilities, and speech pathologists	Nil
Wobbly hub and double spokes model	Users of therapy services in rural and remote areas	\$321,794 ¹
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 ²

¹ NHMRC Grant, ADHC in-kind contribution \$536,000 (total project – \$1.6 million).

² 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.

18. Research and development

CONTINUED

PROJECT	TARGET CLIENT GROUP	FUNDING
Community Services		
A national comparative analysis of child, family and service factors contributing to successful and unsuccessful reunification (2009–11 study period) Australian Research Council (ARC) funded research	Child protection clients	\$15,000
Are we making the grade? Educational outcomes of children and young people in out-of-home-care – Michelle Townsend. Study period 2006–11	Children and young people in out-of-home care	\$46,500
Barriers to participation: the experiences of disadvantaged young children, their families and professionals in engaging with early childhood services – Dr Rebekah Grace. Study period 2007–11	Child protection clients	\$195,000
Challenges, possibilities and future directions: a national assessment of Australia's Children's Courts (2008–11) ARC funded research	Staff	In-kind support
Child protection and mothers in substance abuse treatment – Dr Stephanie Taplin. Study period 2008–11	Child protection clients	\$201,000
Culturally and linguistically diverse families in the NSW child protection system – Dr Pooja Sawrikar. Study period 2007–11	Child protection clients	\$195,000
Grandparents as primary carers of their grandchildren: a national, state and territory analysis of grandparent-headed families – policy and practice implications (2008–11 study period) ARC funded research	Children, young people and their carers	\$30,000
Growing Up in Australia: The Longitudinal Study of Australian Children, Dr Elizabeth Moore, Postdoctoral Research Fellow School of Psychiatry, Faculty of Medicine, School of Psychiatry, University of NSW	Children and young people	In-kind support
NSW Child development study (4 year study) ARC funded research	Children and young people	In-kind support
Pathways of Care: Longitudinal Study	Children and young people in out-of-home care	\$1.5 million
People with mental health disorders and cognitive disabilities in the criminal justice system (2008–11 study period) ARC funded research	Child protection clients	In-kind support

PROJECT	TARGET CLIENT GROUP	FUNDING
The Children in Care Study – Stage 4: a prospective study of the mental health of children in out-of-home care – Dr Michael Tarren-Sweeney. Study period 2009–11	Children and young people in out-of-home care	\$9,600
Housing NSW		
AHURI research synthesis – Australian youth housing models	Young people who are homeless/at risk of homelessness	\$25,000 ¹
Homelessness stakeholder mapping and engagement activities	Homeless clients and homelessness service providers including agencies	\$29,975
Housing market review	Social housing tenants in areas of concentrated disadvantage	\$40,260
Housing market review – feasibility model (metropolitan areas)	Social housing tenants in areas of concentrated disadvantage	\$46,017
Housing market review – feasibility model (non-metropolitan areas)	Social housing tenants in areas of concentrated disadvantage	\$24,950
Planning study – Outer Western Sydney	Social housing tenants	\$14,850
Planning study – Outer Western Sydney (Balance)	Social housing tenants	\$18,865
Planning study – Hunter	Social housing tenants	\$21,560
Planning study – North Coast	Social housing tenants	\$15,554
Planning study – Lower South Coast/Far North Coast	Social housing tenants	\$6,776
Planning study – St George Sutherland	Social housing tenants	\$17,150
Research synthesis: addressing location disadvantage effectively	Social housing tenants in areas of concentrated disadvantage	\$30,000
Research synthesis: Australian literature on location disadvantage and place-based renewal	Social housing tenants in areas of concentrated disadvantage	\$30,000
Strategy and implementation plan for evaluation of the NSW Homelessness Action Plan	<ul style="list-style-type: none"> – Women and children escaping domestic and family violence – Rough sleepers with complex needs – Young people – Aboriginal people, people with mental health issues and/or drug and alcohol issues – Individuals leaving correctional facilities, juvenile justice facilities, medical facilities and out-of-home care – Individuals at risk of homelessness 	\$28,500

¹ Source of funds – Housing Assistance

19. Payment of accounts

The payment of accounts is closely monitored by each division to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements continue to be targeted to improve payment on time performance.

Businesslink payment of accounts information is available in the Businesslink annual report at www.businesslink.nsw.gov.au

FACS aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	3,184,060	73,480	2,487	40,915	102,487	3,403,428
Dec-10	12,915,734	-	61,564	21,834	27,239	13,026,370
Mar-11	340,523,556	-	239,904	47,174	106,623	340,917,256
Jun-11	8,776,694	89,522	13,184	65,252	136,119	9,080,771

FACS accounts paid on time within each quarter

QUARTER	TARGET	ACTUAL	PAYMENTS PROCESSED ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$
Sep-10	90	98	907,874,652	929,392,786
Dec-10	90	98	1,369,837,487	1,394,683,785
Mar-11	90	98	716,490,803	746,363,124
Jun-11	90	94	738,828,671	786,345,067
Total			3,733,031,614	3,856,784,761

FACS paid penalties totalling \$7,122 for late payment of accounts.

Aboriginal Housing Office aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	172,962	1,309	-	-	-	174,270
Dec-10	4,163	-	-	-	-	4,163
Mar-11	10,178	-	4,314	106	103	14,701
Jun-11	24,321	-	-	-	191	24,512

Aboriginal Housing Office accounts paid on time within each quarter

QUARTER	TARGET PAID ON TIME	ACTUAL PAID ON TIME	AMOUNT PAID ON TIME	AMOUNT NOT PAID ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$	\$
Sep-10	95	98	18,110,093	442,233	18,552,326
Dec-10	95	92	15,841,443	1,439,285	17,280,728
Mar-11	98	68	12,369,762	5,689,907	18,059,669
Jun-11	95	98	32,667,723	802,269	33,469,992
Total			78,989,020	8,373,694	87,362,715

Data source: Businesslink, Governance Series and Finance.

Nil penalties for the Aboriginal Housing Office.

Housing NSW aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	18,185,132	1,844	-	262,200	(58,538)	18,390,638
Dec-10	19,029,070	-	5,781	(3,618)	(93,012)	18,938,221
Mar-11	15,280,736	-	(30,108)	8,268	(145,873)	15,113,023
Jun-11	7,322,956	(156,679)	-	(2,925)	(106,216)	7,057,136

Housing NSW accounts paid on time within each quarter

QUARTER	TARGET PAID ON TIME	ACTUAL PAID ON TIME	AMOUNT PAID ON TIME	AMOUNT NOT PAID ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$	\$
Sep-10	95	99	709,929,443	10,480,199	720,409,642
Dec-10	95	98	636,869,952	11,431,767	648,301,720
Mar-11	95	97	397,291,118	11,301,666	408,592,784
Jun-11	95	98	528,348,617	11,340,319	539,688,936
Total			2,272,439,131	44,553,951	2,316,993,082

Data source: Businesslink, Governance Series and Finance.

Nil penalties for Housing NSW.