



Family &
Community Services

Illawarra Shoalhaven District

Bringing the department closer to communities



Why are we here?

- we've talked to you to develop a **plan for localisation** in our district
- we'd like to **share the proposed district plan** with you and get your feedback
- this is a 3 week period of consultation from 3 to 21 June
- following feedback the proposed district plan will be reviewed and **finalised for the FACS Executive** to consider
- this is just the **first stage** - future changes will involve further discussion and consultation with you and community partners

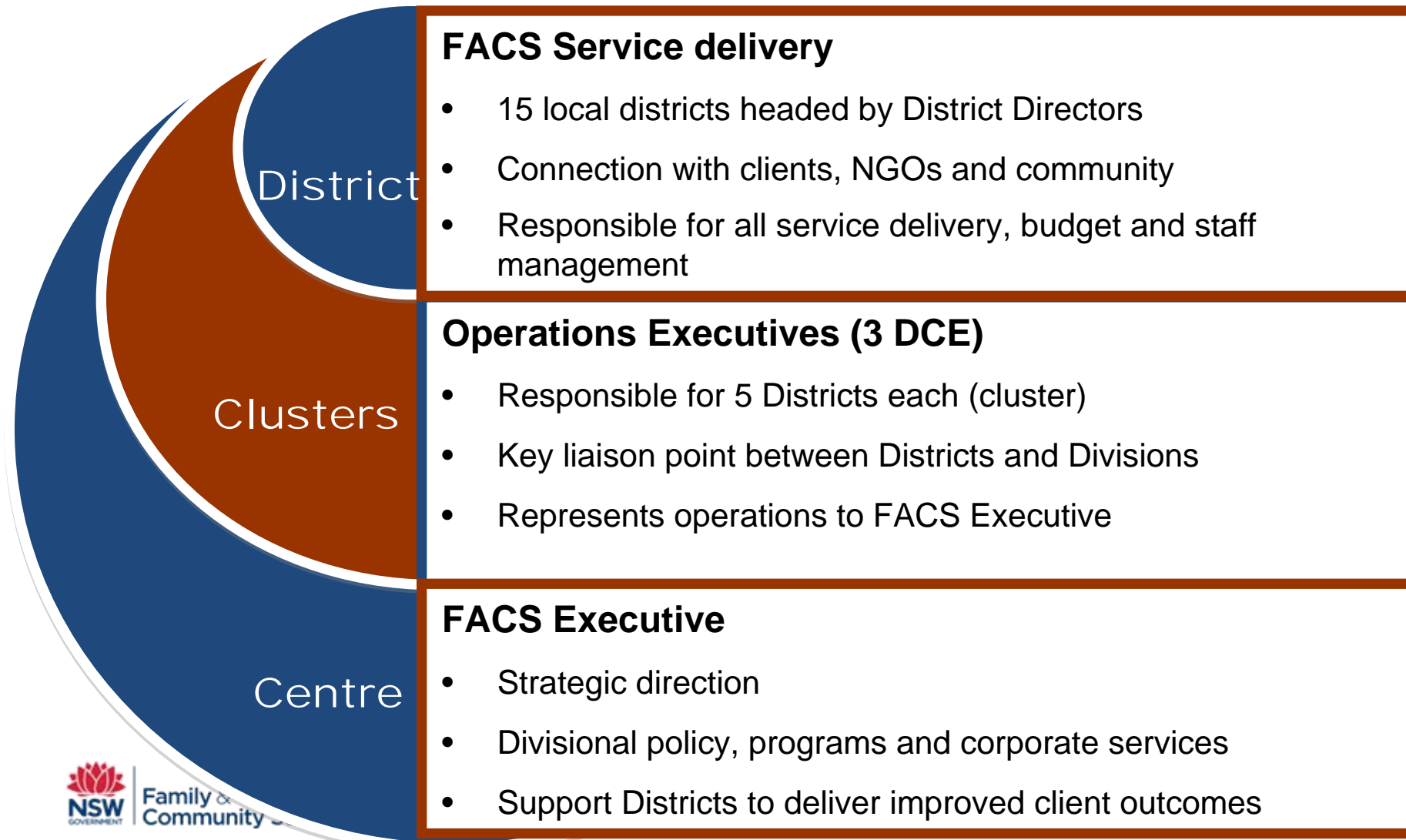
Message from the Director General

- The nature of our business – working with vulnerable children, adults and families to improve their lives – means that our focus must always be the people we support, not the service streams or programs we've organised ourselves around.
- Localisation is about getting the frontline closer to people and giving staff permission to work differently and to work together – to truly focus on individuals.
- FACS is its frontline and that all of our efforts need to be focused on improving the capability and effectiveness of our frontline.
- Throughout this process of change, we remain committed to uninterrupted service delivery for clients.

What's our vision for localisation?

- **people first** with a client-centred approach
- **empowered local staff** to deliver the best outcomes for clients
- **local leadership with a stronger connection to the front line**
- working more effectively with **local partners and the community** to provide flexible and responsive services

How will it work?



What is the plan for our District?

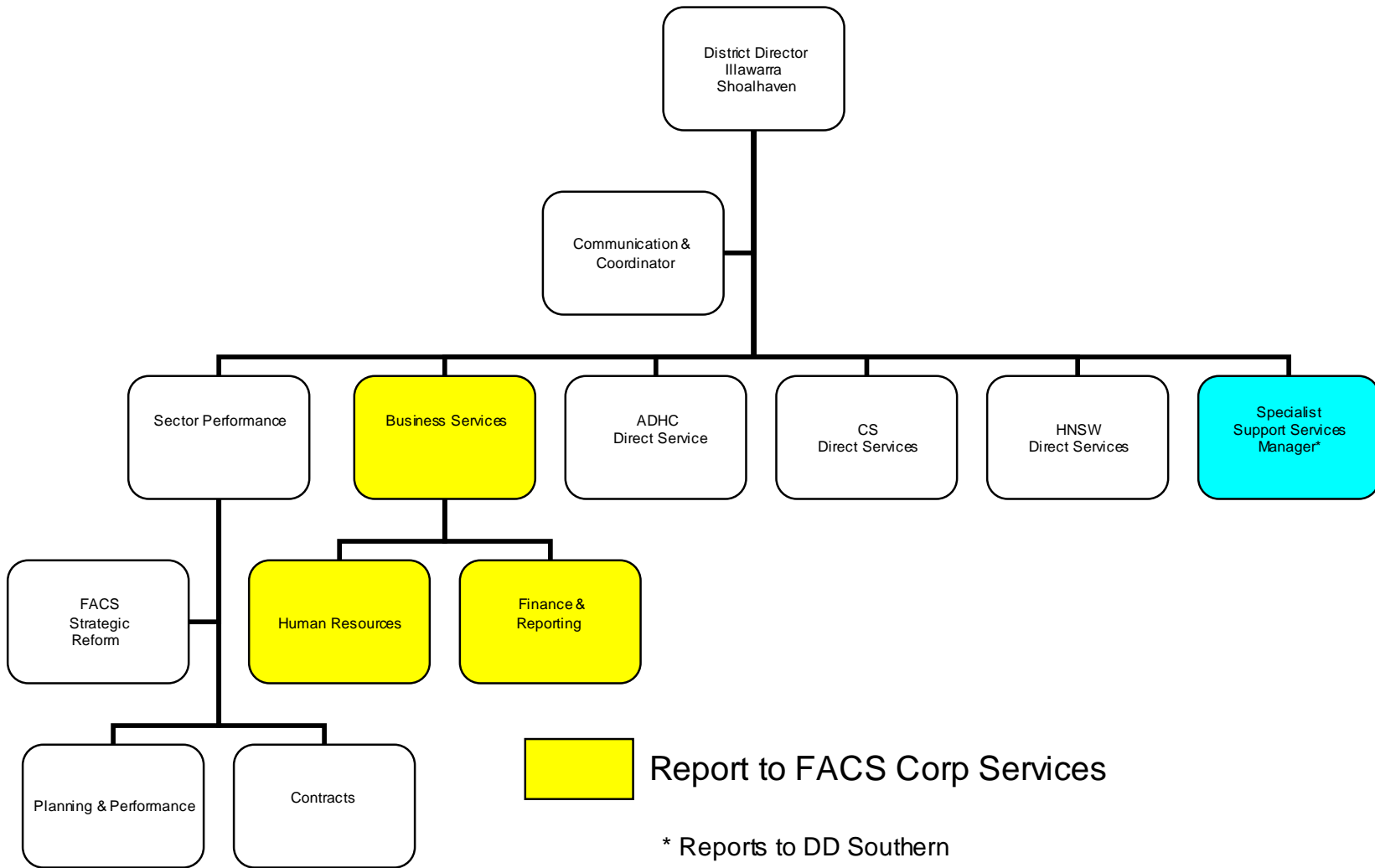
- An opportunity to design a new organisational structure that will build a focus on clients rather than service streams and a sense of place in service delivery.
- This includes building a new organisational (FACS) culture that supports an inclusive partnership approach with clients, NGOs and other government agencies.
- Relating to all our clients in a “Person Centred Way” is a guiding principle for Localisation.
- Transfer decision making as close as possible to the front line.
- The plan for Illawarra Shoalhaven will evolve over the next 3 years.
- Combined FACS District planning and community engagement teams will focus on the NSW Government’s 2021 Plan priorities for FACS including:
 - prevention and early intervention for children
 - a reduction in homelessness
 - increased participation in education, employment and general community connections by people with disabilities
 - management of complex clients
 - development of appropriate pathways for clients
 - place based planning
- There will be a focus on Sector Development at a District level to support the FACS agenda of increasing community capacity through the NGO sector.
- There will be minimal changes for staff in front line positions

How we developed the district plan

- Key engagement and communication activities to date have included:
- A cross agency briefing of senior managers in March in Goulburn covering the Southern Region.
- Formation of 4 Working Groups (Communications, Governance, Corporate Services and Policy, Planning and Procurement) to advise on structures, identify issues and potential solutions. These Working Groups will continue working through Stage 2 Transition.
- Regular senior management briefings across the service streams.
- Newsletters from the Interim District Directors to all staff in the 2 Districts.
- Existing Regional Directors briefing their staff via their regular meeting structures.
- Following endorsement of the proposal by the FACS Localisation Sub-Committee the next stage is to engage with staff to refine the proposal to meet the needs of clients, stakeholders and staff within the Illawarra Shoalhaven.

Illawarra Shoalhaven District map





Ageing Disability and Home Care

- Most service delivery functions will be localised within the District
- There will be 3 ADHC direct service streams:
 - HC & Accommodation & Respite
 - Community Access
 - Client Services
- The business support and sector planning functions are proposed to move to the newly created District Business Services and Sector Performance streams during Stage 1

Stage One Localisation – Direct Services

Community Services – Child and Family

- This service stream will remain BAU
- Out of Home Care Reform transition and contract management will remain cross District for the short to medium term
- Local business support functions are proposed to move to the FACS Business Services unit in Stage 1.
- The recently formed Regional Strategy, Sector Performance, Children and Young People unit is also proposed to transition to Sector Performance during Stage 1.

Housing NSW

- It is proposed that the Nowra CST will move from the South East Area to the Illawarra Area Housing team.
- It is proposed that most of the current remaining HNSW Business Support Unit staff will transition to the District Business Services or Sector Performance Units in Stage 1.

Business Services and Sector Performance

- The proposed business services unit would be an amalgamation of the 3 service stream's business service functions
- The proposed sector performance unit would combine Community Services' Regional Strategy, Sector Performance, Children & Young People and ADHC's Sector Development and Planning units
- It is proposed that the Business Services and Sector Performance Working Groups in consultation with affected staff and the District FACS Executive will develop transition plans.

Stage 1 Localisation continued – non direct service units

Specialist Support Services (Cross District Functions)

- It is proposed that this unit would incorporate a range of mostly ADHC functions that are not able to be devolved or transitioned at this stage.

Communications and Coordination

- This unit would be responsible for coordinating responses to critical issues, Ministerial correspondence and briefings across the services streams on behalf of the District Director
- The existing Communications Working Group will consult with service streams to develop protocols, systems and processes in conjunction with corporate work being undertaken in this area

What do the changes mean for staff?

- There is a greater focus on **frontline staff being the experts and** having a say about new ways of providing services
- The majority of staff will continue to do the **same job from the same location**
- a small number of staff and some existing teams may work across 2 districts (Illawarra Shoalhaven and Southern NSW)
- staff impacted by these changes will be briefed directly by their manager and the Interim District Director

What do the changes mean for staff (cont)?

- Staged Approach commencing 2013 over 2 years
- No disruption to front line services – Business As Usual
- Some changes to senior positions in the current regional management structures
 - Placement Process to be underpinned by existing Government Policy and procedures – PS Commission will need to be consulted on senior positions
 - Change Management Guidelines which are based on maximising opportunities and minimising disruption.
 - Draft Change Management Plan has been developed and has been provided to Public Service Association as part of the consultation process.
 - Briefings for affected staff on the placement process will be conducted later in 2013 as implementation occurs.

Office accommodation

- It is anticipated that there will be no immediate need for staff to relocate.
- The Coniston building is expected to become the focus for most FACS related activities (eg Business Support and Sector Performance Units) but any proposed relocations will need to be considered in the context of the FACS Illawarra Office Accommodation Master Plan and available relocation budgets.
- Direct Service outlets are expected to remain unchanged in terms of location or staff movements.
- Over the next couple of months we will talk further with you and consult about location issues.
- Final office locations will be determined as part of the Office Accommodation Strategy work being led by Asset Management and Procurement.

What is the staff transition process from regions to districts?

- Late last year FACS moved towards integrating its corporate services functions into a central structure.
- These functions include regional positions working in the Corporate Services functions of Human Resources, Learning and Development, Work Health and Safety, Injury Management, Asset Management, Finance and IT.
- Integration is also happening across the Divisions in groups such as Business Strategy and Operational Performance, but the regions are less affected in these areas.
- Up until now the regional corporate service roles have been left as is, pending the outcomes of localisation and the creation of new FACS Districts, to ensure that we had a better idea of District structures before starting this work.
- With a set of District proposals now ready for consultation, Corporate Services is now developing an operating model for how this support will be delivered to the Districts and to ensure that corporate services staff will be provided management support.

What is the staff transition process from regions to districts? – Initial Corporate Service arrangements

- It is still early days, but current thinking is that:
- Corporate services positions in the Districts will initially be managed centrally, with little or no change to location.
- Management support at the “go-live” point, is likely to be a manager in the FACS Corporate Services structure. The primary impact of this will be a change in the reporting line.
- We will pool resources and form virtual teams to provide support to a grouping of Districts, as the spread of positions and grades are varied across the State for each District and even current Divisional ways of operating e.g. with Businesslink are quite different.
- The exact groupings and the formation of small teams and who will manage the regional corporate services staff is being considered now.
- Discussions will be held with all the Districts to ensure that the best possible model is adopted. Over the next couple of months we will be actively seeking your input in developing a model which eventually will place the functions more under the control of Districts.
- If you want to discuss more about your corporate service role or the development of the model, the best contact person is Liz Davis. She can be contacted on email liz.davis2@facs.nsw.gov.au
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How will we implement the district plan?

- A **Change and Transition Plan** has been developed to guide the implementation of the Localisation model in the Illawarra Shoalhaven.
- It is a 'live' document that will be added to as issues are identified.
- Key areas covered so far include:
 - Business readiness tasks (eg identifying and confirming support & training requirements for workarounds)
 - Consultation and communication with clients, staff and stakeholders
 - Governance arrangements post go live
 - Development of DD and other 'handover' briefing materials
 - ICT testing
 - Transition management arrangements.
- Working Groups will continue to work on resolving the implementation issues identified in the Change and Transition Plan. Expertise will be co-opted onto Working Groups as required.

What happens next?

- staff consultation until 21 June
- staff input and feedback considered and where appropriate changes
- district structures finalised after FACS Executive consideration.
- during July, District Directors will work closely with all staff on transitioning to the new structures
- the official “go live” date for 15 local districts is the beginning of August
- district management team works with staff on the best ways to improve outcomes for clients and communities

How do I provide feedback?

- materials will be available online for you to review after the session
- staff feedback can be provided by:
 - emailing the interim District Director at peter.mclaughlin@facs.nsw.gov.au or
 - the Senior Project Manager Localisation, kate.vasey2@facs.nsw.gov.au
- you can also email local@facs.nsw.gov.au

- Enquiries (mailbox for Questions)
- Public Service Association
 - Industrial officers
 - Kerrie Butson kbutson@psa.asn.au - ADHC
 - Thane Pearce tpearce@psa.asn.au – Community Services
 - Greg Corrigan gcorrigan@psa.asn.au – Housing
- United Voice:
- Nurses Association

What do we need from you?

- **we need you to be involved** - your feedback and ideas are important and valuable
- **we need you to be innovative** – use your local knowledge to think about new ways of working with clients to improve outcomes
- **work with your FACS and community colleagues** to develop networks within our district
- **we need you to tell us what's working and what isn't**
- we need your **support and patience** as we make changes

- The Employee Assistance Program (EAPS) is available for staff to access confidential counselling and support through this change process
- The **EAPS** program is provided by Converge International **1800 337 068** at no cost to staff

Questions
