



Family &  
Community Services

# Mid North Coast 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

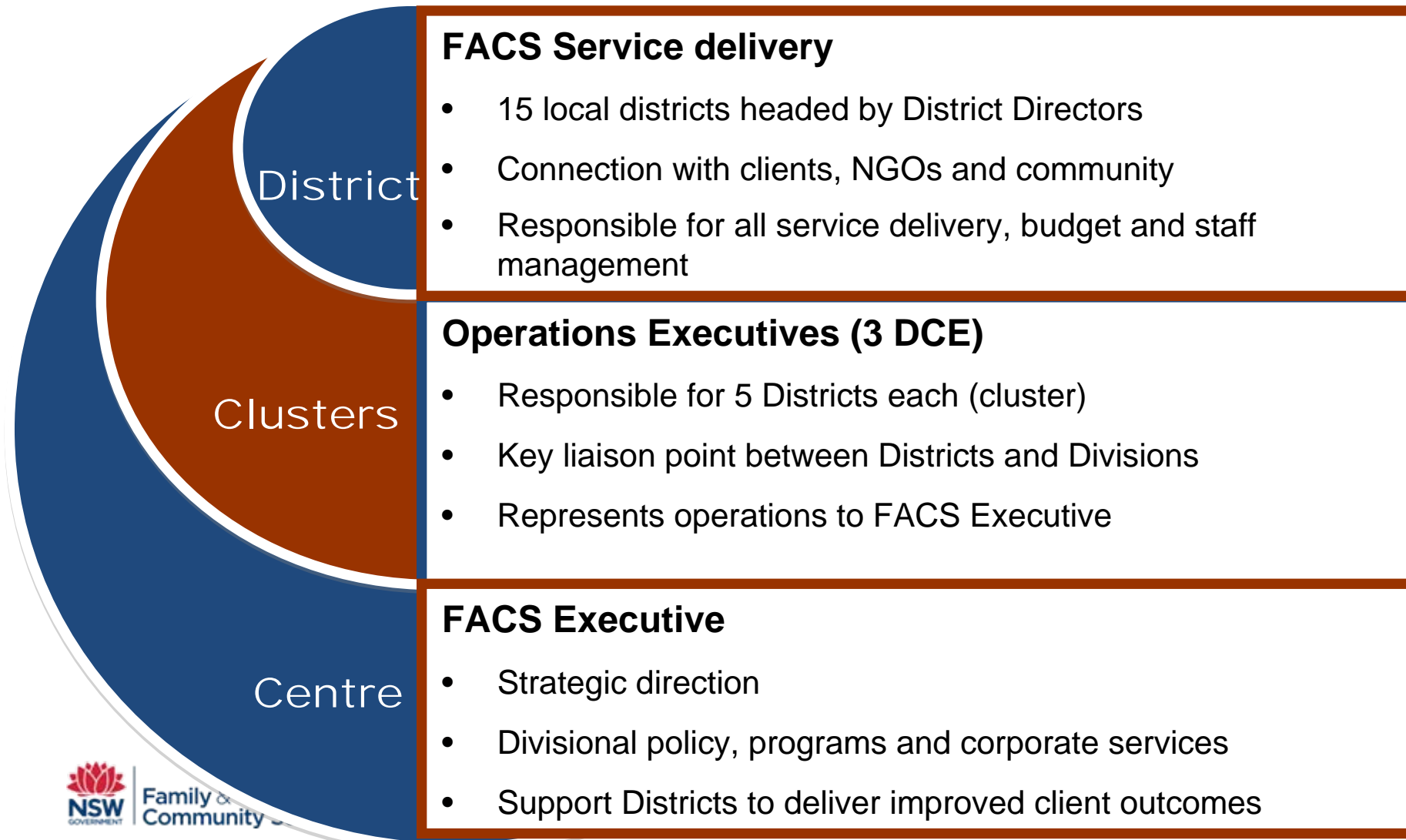
# Message from the Director General

- 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.

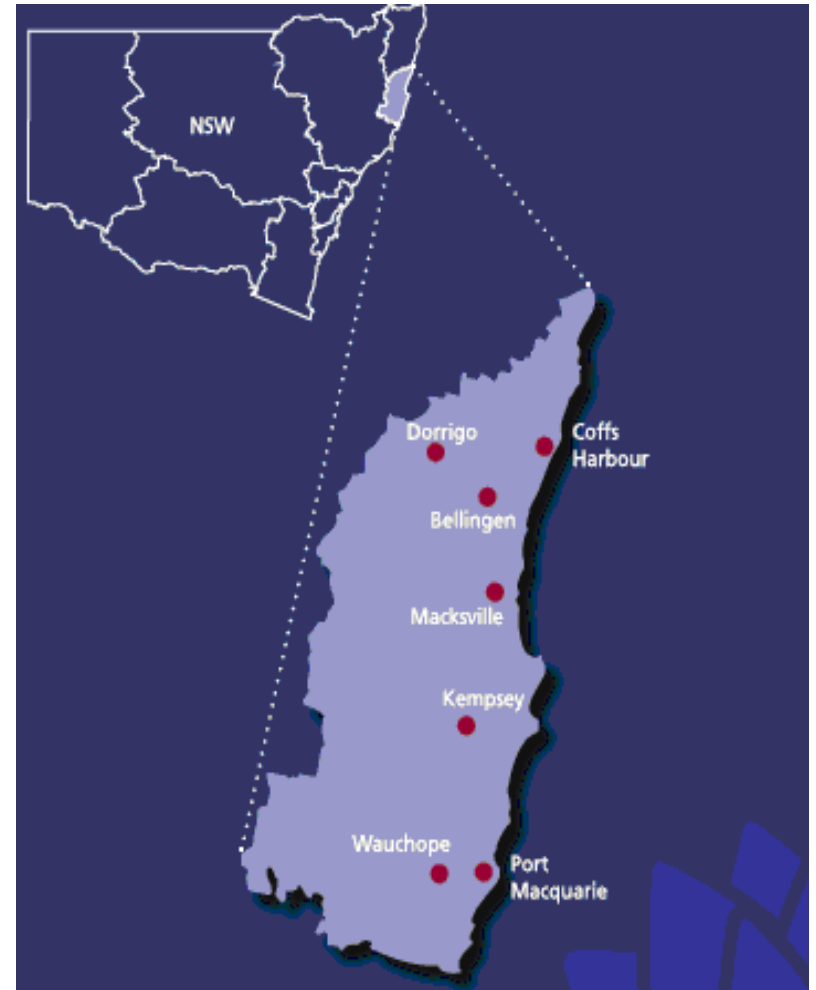
# What's our vision for localisation?

- **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?



# District Map



# What is the plan for our District?

We want to build a district that ensures the client's needs are correctly identified, the right supports (FACS, main stream, NGO) provided in a timely manner and that will, over time, encourage independence and reduce dependency on government delivered products and supports

# DIRECTOR – MID-NORTH COAST

EXECUTIVE SUPPORT

Service, Performance, Planning & Improvement

## DISTRICT SERVICES

## PLANNING & DEVELOPMENT

## BUSINESS SUPPORT

Access Pathways

### HOUSING SERVICES

### COMMUNITY SERVICES

### DISABILITY & HOME CARE

### PLANNING & IMPROVEMENT

### BUSINESS PERFORMANCE

TENANCY & PROPERTY MANAGEMENT

ACCESS & DEMAND

COMMUNITY SERVICE CENTRE  
*Coffs Harbour*

COMMUNITY SERVICE CENTRE  
*Kempsey*

COMMUNITY SERVICE CENTRE  
*Port Macquarie*

CHILD & FAMILY REGIONAL UNIT  
*Mid-North Coast*

HOME CARE

ACCESS

ACCOMMODATION & RESPITE

CLINICAL SERVICES

INFORMATION REFERRAL & INTAKE

PLANNING SECTOR DEVELOPMENT & SERVICE IMPROVEMENT

CONTRACTING & PROCUREMENT

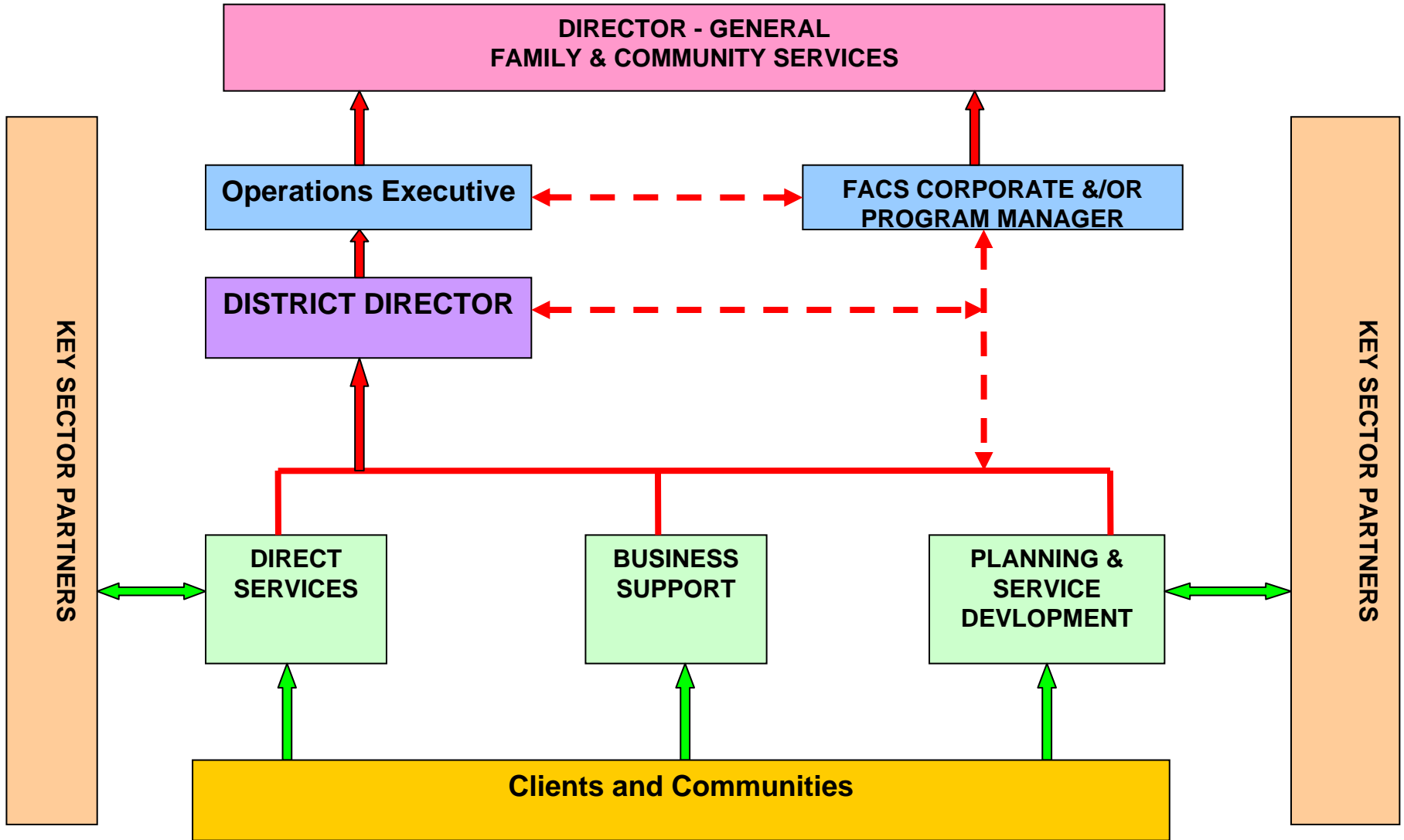
BUSINESS PERFORMANCE & ANALYSIS

WORKFORCE PLANNING

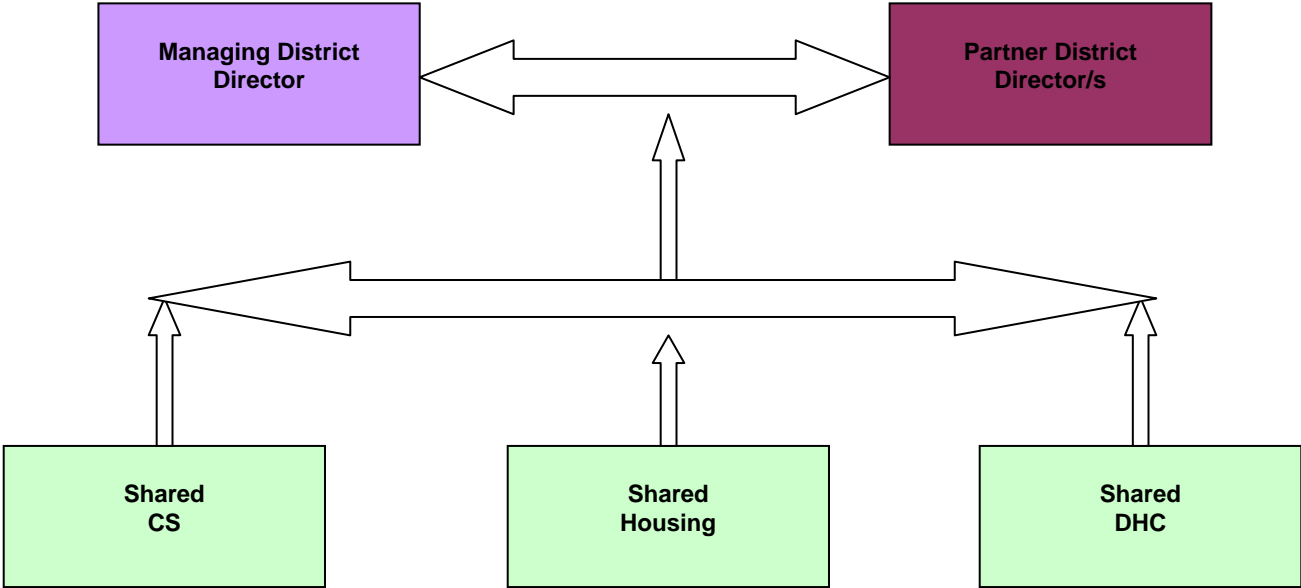
DISTRICT SUPPORT

KEY SECTOR PARTNERS

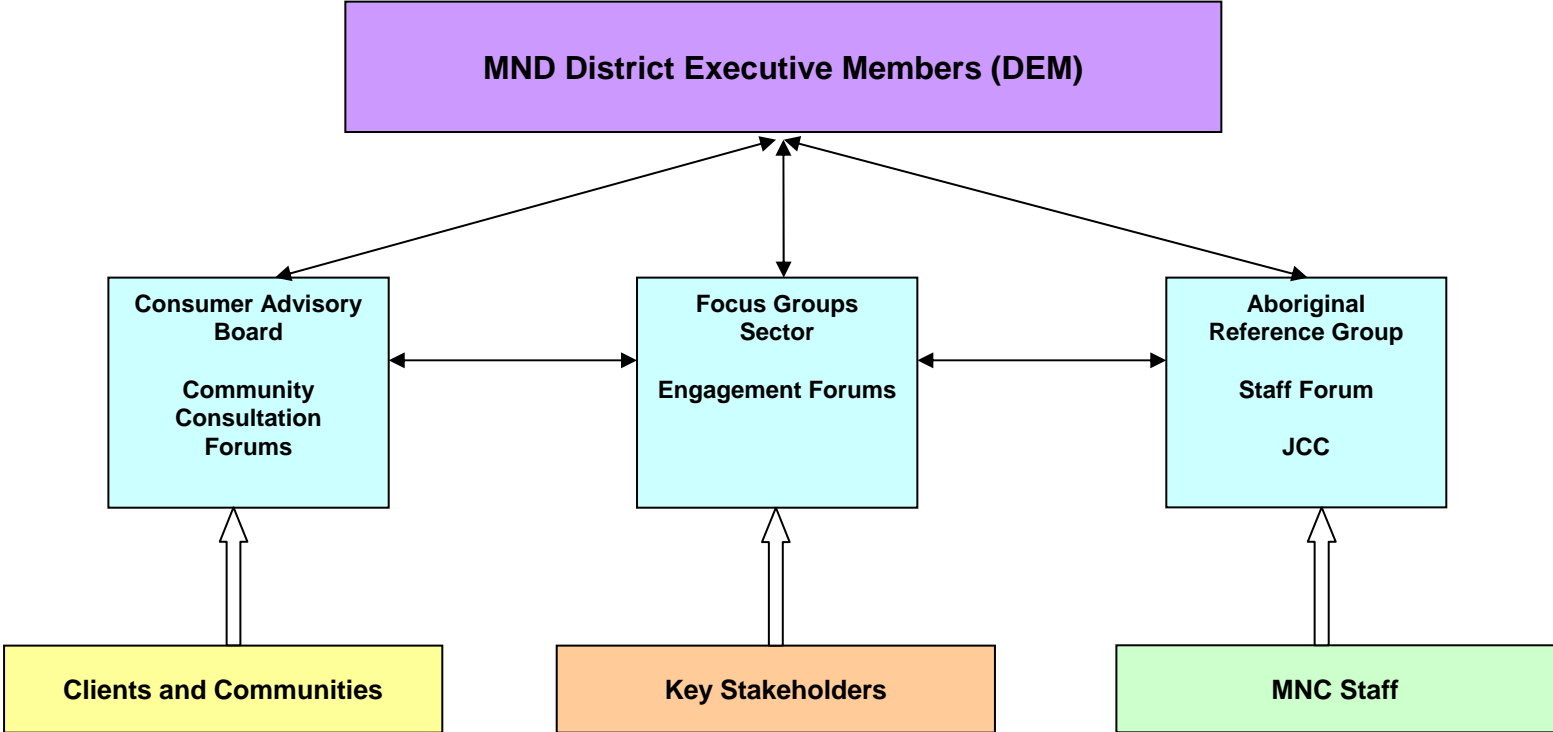




# Cross District Governance Structure



# Staff, Stakeholder and Consumer Governance



# Rationale

## General:

- Encompasses all District functions
- Ensures continuation of service delivery
- Aligns to deliver flexible client-centred services
- Recognises and maintains direct service delivery skills
- Minimises disruption to staff
- Focuses planning to respond to local community needs
- Supports more local management and decision making
- Allows for staging and transitional arrangements
- Embeds a partnership approach with key stakeholders
- Maintains essential monitoring, analysis and reporting functions
- Recognises significant reform agendas

# Shared Functions

- Child & Family Referral unit (CFRU)
- Manager Aboriginal Home Care
- Information, Referral and Intake (IRI)
- Accommodation & Respite payroll
- Clinical Support Team
- Contracting & Procurement
- SPO Homelessness
- Community Builders (fixed term) procurement round

# How we developed the District plan - Principles

- No service disruption to clients
- Apportioning resources from CS, HNSW and ADHC regions into districts, including separation of Taree and New England
- Limiting cross district functions, except where:
  - there is insufficient critical mass in which case a coastal rather than regional model was preferred
  - separation of functions could not be achieved without further corporate direction e.g. scarcity of resource, program design
  - there would be a service impact
  - there was corporate direction to the contrary e.g. OOHC.

# How we developed the district plan cont.

- *Regular joint planning meetings with MNC, NNSW, HNE and/or Central Coast District Directors*
- *Joint senior managers planning workshop*
- *Divisional staff briefings in each location*
- *District road shows and face to face meetings*
- *Cross District Focus Groups:*
  - *Direct services*
  - *Planning, development and contracting*
  - *Business support services*
- *Scoping work with each team*
- *Follow up meetings with key managers and teams*
- *Formation of District Reference Group*

# 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**
- Some jobs may change
- A small number of staff and some existing teams may work across multiple districts
- 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.

# What do the changes mean for staff - Corporate Service roles

- *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 Corporate 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.*

# Office accommodation

- Co-location will in Kempsey and Port Macquarie sites will progress as planned pre-localisation
- There are no other immediate plans to change other office accommodation arrangements in the Mid North Coast. Main offices located at Coffs Harbour, Kempsey and Port Macquarie
- Any future changes, that seek to optimise planning, performance, service improvements and innovation, will be managed in consultation with affected staff
- Final office locations will be determined as part of the Office Accommodation Strategy work being led by Asset Management and Procurement

# Consultation

- Consultations with staff 3 June to 21 June
- All FACS staff Coffs, Kempsey and Port Macquarie 5 and 7 June – assess need for additional meetings
- Focussed discussions with work groups for shared functions
- Specific discussions with affected groups eg clinical specialist support, PQI, Sector Performance (CS P&P), business services

# How will we implement the district plan?

District change and transition plan lead by the District Reference Group that identifies:

- key activities including assessing and managing risks and issues
  - key steps for go-live and will be monitored and
  - working groups to ensure coordinated transition, business readiness, effective communication and governance
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- Once structures are approved, work with managers and staff to place people using restructure roles
  - Day 1 - Site Coordinators responsible for on site support and escalation of any issues
  - Post go-live - implement District model, regularly monitor current and new issues, actively seek to maximise the benefits of localisation.

**MNC Leadership  
(Reference) Group**

**Transition & Change Management**

**Communication  
Working Group:**  
Internal/External  
Communication  
Risk Man  
Change Man  
?

**Business  
Readiness  
Working Group:**  
Budget  
Logistics  
Day to day systems  
?

**Time Limited Focus  
Groups:**  
Clinical Support  
ADHC/CS P&P shared  
functions  
Business Support  
Kempsey SIG  
?

**Organisational  
Structure  
Working Group:**  
Establishment  
Recruitment  
IR  
L&D  
?

**Project Team  
Neighbouring  
Directors  
NGO  
Private  
Government  
Depts  
Consumers**

Services

**Corporate Finance  
Corporate Assets  
Consumers**

**Corporate  
Cross District  
Specialists  
Program  
Managers**

**Corporate HR  
Staff Consultative  
Group  
JCC  
Cross DD and  
Business Managers**

# Key Change & Transition Activities

May	Working groups commence
	Change and Transition Plan finalised
June	Staff consultations on MNC model
	Key Stakeholder consultations
	District structures endorsed for implementation
July	Implementation commences
August	New District “go-live”

# What happens next?

- 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:
  - email interim District Director
  - email MNC Senior Project Manager  
[nel.pickette@facs.nsw.gov.au](mailto:nel.pickette@facs.nsw.gov.au)
- you can also email [local@facs.nsw.gov.au](mailto:local@facs.nsw.gov.au)

# Enquiries

- Enquiries (mailbox for Questions)
- Public Service Association
  - Industrial officers
    - Kerrie Butson [kbutson@psa.asn.au](mailto:kbutson@psa.asn.au) - ADHC
    - Thane Pearce [tpearce@psa.asn.au](mailto:tpearce@psa.asn.au) – Community Services
    - Greg Corrigan [gcorrigan@psa.asn.au](mailto:gcorrigan@psa.asn.au) – Housing
    - John Campbell [lismore@psa.asn.au](mailto:lismore@psa.asn.au)
- United Voice: [peter.doherty@unitedvoice.org.au](mailto:peter.doherty@unitedvoice.org.au)

# 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

# EAPS

- 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

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