



Family &
Community Services

Northern Sydney District

Bringing the department closer to communities



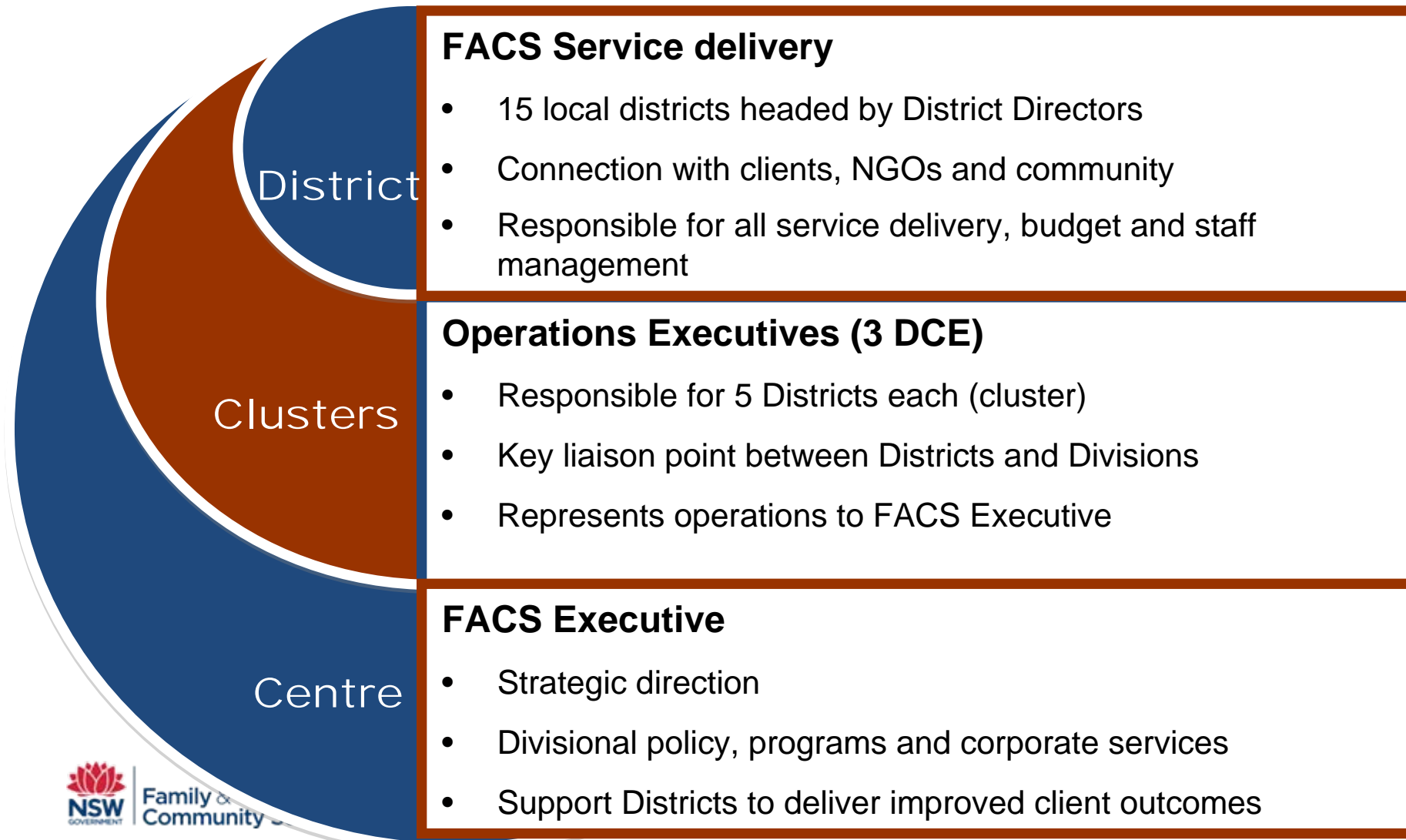
Why are we here?

- 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

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?



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.

Social exclusion

Exclusion from the prevailing social system and its rights and privileges, typically as a result of poverty or the fact of belonging to a minority social group

Cost of social exclusion

- tax payers via the **government budget**;
- the **economy** through lower workforce participation and productivity;
- the **community** through higher crime rates and lower levels of social capital; and
- **people and families** through financial hardship, physical isolation, chronic or persistent health problems, family breakdown, and missed opportunities.

Approach to model

- A flatter and more agile organisational structure with managers closer to the front line
- Improving NGO sector productivity by contracting for social returns instead of activity
- Reducing demand on government services by implementing social inclusion strategies to build resilience

What is the Plan for our District

Strategy 1 – Quality

- To improve the quality of services provided and purchased by Community Services (CS), Housing (HNSW) and Ageing, Disability and Homecare (AHDC)

Strategy 2 – FACS integration and partnering

- To ensure CS, HNSW and ADHC work more effectively together and with other agencies in the most disadvantaged communities within the District

Strategy 3 – Targeted Place Based Approach

- To implement a **place based approach** to engage with disadvantaged people, families, communities and community leaders in partnership with business, government and non-government agencies to co-create local solutions to address locally identified problems.

Population Results: People, families and communities are more resilient, demonstrated by improvements in economic, community and personal/family indicators such as work participation, crime rates and family breakdown rates respectively

STRATEGY 1 – QUALITY:
Improve quality of FACS service delivery

Give a high priority to prevention and early intervention strategies to mitigate against future high cost and long term risks

Target vulnerable families with children to improve parenting and build resilience. Working in partnership with the Australian Government employment services network for example to connect with long term jobless parents.

Build a joined up FACS Northern Sydney District response to social exclusion and connect with other agencies to create a whole of system response locally

Design and implement an organisational structure that is leaner, flatter and agile to respond to a place based strategy to support social inclusion.

Be responsive to changing Policy priorities and support Policy makers to advise on, design, implement and monitor Policy impact.

Leverage government funding to deliver social inclusion results through social procurement contracts to incentivise demonstrable social return.

Create an integrated population results based database to monitor performance and to support decision making

STRATEGY 2 – PARTNERSHIPS :
Joint working targeted at most disadvantaged communities

Work in partnership with all levels of government, non-government and local business to get the best results for people

Target children at greatest risk of long term disadvantage and working in partnership with Education to focus on schools service the most disadvantaged communities in line with the National Framework for Protecting Australia's Children.

Reduce the incidences of homelessness by working closely with non-government accommodation and other services to better deal locally with the causes and effects of homelessness.

Improve the life outcomes of people living with a disability be partnering with all levels of government, non-government and business to deliver the National Disability Strategy locally including reforms in employment, education, early intervention and National Disability Insurance Scheme.

Improve access to mainstream government and non-government services for Indigenous Australians

STRATEGY 3 – PLACE BASED APPROACH:
Deliver place based responses to engage disadvantaged people, families and communities to co-create local solutions

Use Asset Based Community Development methodology to build on the strengths and assets of people and community in place

Co-create service responses to tailor to the unique needs of people and community

Target early place based initiatives to most disadvantaged communities

Plan for local and sustainable accountability for communities to tackle current problems and plan for problems in the future

Embed a place based approach into priority communities that is characterised by authentic engagement, co-production and partnership to break the cycle of disadvantage for future generations.

NORTHERN SYDNEY KEY PERFORMANCE INDICATOR FRAMEWORK - PROTOTYPE

POPULATION KEY RESULT AREAS: Including workforce participation rates, education completion rates, social returns on investment, family breakdown rates, homeless rates, physical isolation, health status, financial status

CLIENT MEASURES: More children living safely in their own home; More people with a disability living the life they choose and; More people moving from social housing and into sustainable self funded accommodation in the private sector.

DISTRICT EXECUTIVE DASHBOARD: **Person-centred service planning:** (% of complex clients with a current plan) **Risk management:** (% of complex clients with implementation plan on schedule) **Increased independence:** (reduced number complex clients register) **Engagement:** Percentage of complex clients with a co-created circle of support person centred plan **Social integration for people :** (Social impact of 6 initiatives on local area) [pilot to main social indicators] **Person-centred learning:** % of front line staff completed accredited person centred training commensurate with their responsibilities **Turnover:** *Turnover in permanent staff positions is 12% or less* **Sick Leave:** >x days sick leave per month **Regional variance against allocated budget:** (+/-0.5% variance against budget for whole district) **Response to Ministerials:** (95% responded to within provided timeframe) **Timely reporting:** 100% of financial reports delivered on time

WORKFORCE INDICATORS:

- # and % trained in asset based community development
- # and % trained in person centred approaches
- > x staff incidents per y staff each month
- > x client incidents per y clients each month
- 5% reduction in the number of workplace injuries from last year
- 5 % reduction in average cost of workers compensation claims from last year
- 100% of reported WHS incidents appropriately acted within 3 working days
- 100% of workers compensation claims communicated to the claims manager within 3 working days of FACS being notified of the claim
- x% of staff to have had y hours of staff supervision per quarter
- 15% of staff headcount to be of Aboriginal origin
- 0% of staff with >6wk recreation leave [5% with >8wks]
- Staff satisfaction [to be developed]
- Learning transfer effectiveness [to be developed]

CIRCLE OF SUPPORT MEASURES:

- 100% of funded NGOs accredited within 3 years
- NGO based complaints from client [to be developed]
- 100% NGO acquittals performance processed by year end (June)
- Increased sector innovation and diversity of service provision [to be developed]
- Community satisfaction with support: (social media survey)
- Outputs reported in the Minimum Data Set increase by at least 5% compared with previous year (as a result of an increase in accurate submissions).
- Contracts for new funding arrangements finalised in accordance with corporately agreed timeframes.

RESOURCES AND ASSETS INDICATORS:

Effectiveness

- Cost linked to outcome
- Returns on investment

Equity

- Targeted resource allocation according to need

Efficiency

- Management cost and percentage
- Unit cost benchmarks

COMMUNITY AND GOVERNANCE MEASURES:

- 100% of budget explanation >5% variance delivered on time
- Ministerials, correspondence, briefing notes and requests for information delivered on time
- Cost of customer service delivery (average \$ per customer / per service)
- Overtime, subcontractor and workers compensation costs (\$ value spent)
- Fees payable (<5% variation on fees collected)
- Service units within budget.

Northern Sydney District



Northern Sydney Local Health District



Population profile

- In 2011, the population of the District was 808,648 (11.7% of NSW), the third highest FACS District population. The District population density is 898.5 persons per square kilometre. Between 2006 and 2011 the District population:
 - increased 5.5% from 766,229 to 808,648 people
 - the percentage of the population who are Indigenous increased from 1,873 (0.2%) to 2,466 (0.3%)
 - the percentage of people born overseas increased from 288,541 (37.7%) to 314,506 (38.9%)
 - the percentage of people born overseas and who have poor English increased from 22,376 (7.8%) to 26,846 (8.5%)
 - the number of people needing assistance with core activities of daily living increased from 23,755 (3.1%) to 27,227 (3.4%), the fifth highest District total population.
- The District population areas of highest population include Hornsby, Warringah, Ryde, and Ku-ring-gai.

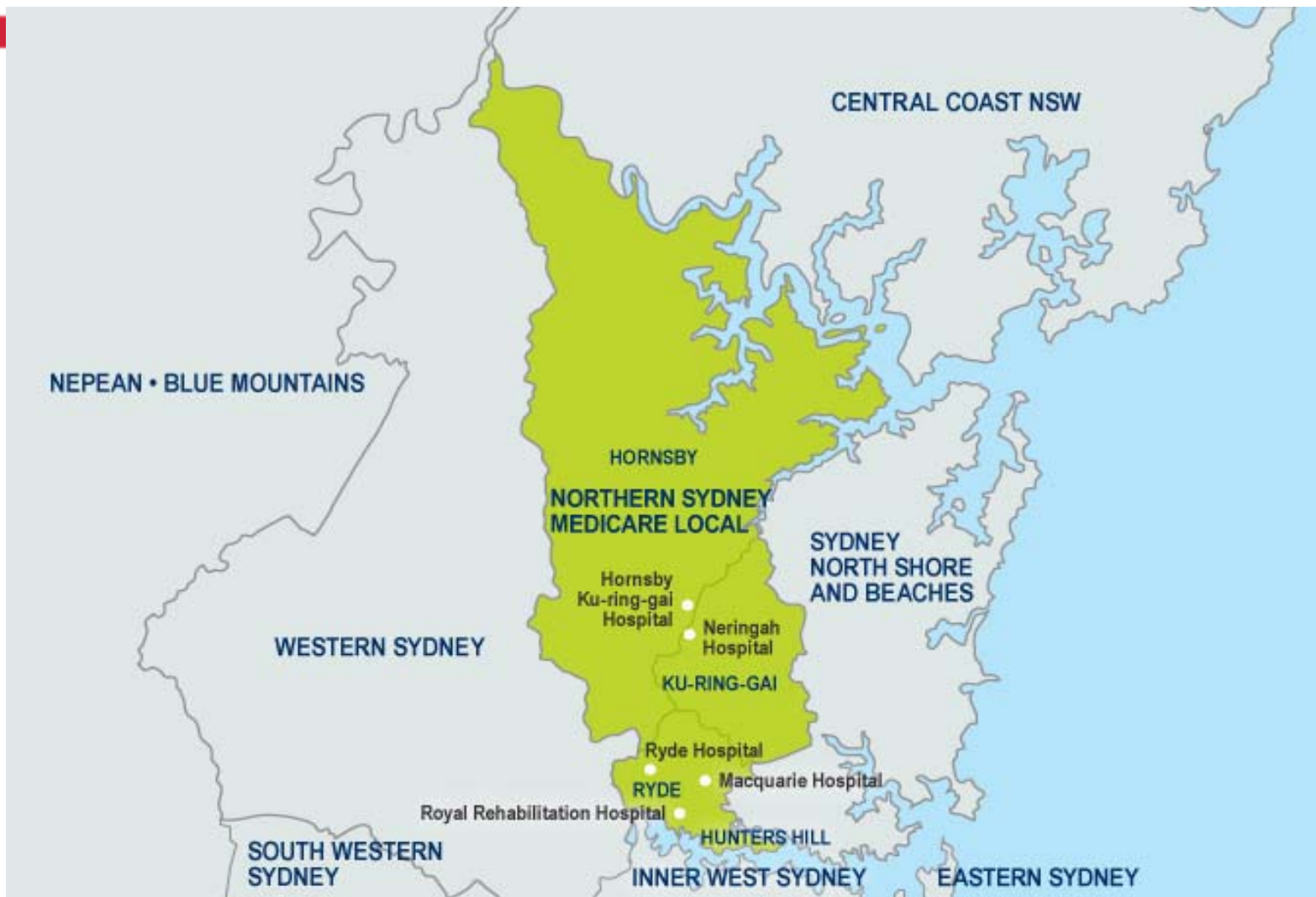
Population profile

- In 2011, the under 65 years of age population in the District (597,582 people) represented 73.9% of the total District population. Of these:
 - Indigenous people under 65 (1,975 people) represented 0.33% of the total population under 65 years
 - people under 65 years born overseas (263,793 people) represented 44.1% of the total population of under 65 years
 - the number of people under 65 years of age with poor English (14,481 people) represented 5.5% of the total population under 65 years
 - 8,402 people (1.4%) of the under 65 population needed assistance with core activities of daily living.
- The District has an ageing population, with a larger percentage of people aged over 65 years compared to Greater Sydney. In 2011, 26% of the District population was over 65 years of age, with the population aged over 70 years of age expected to rise by 30% by 2021, with a 17.4% increase in the population aged 85+ years.

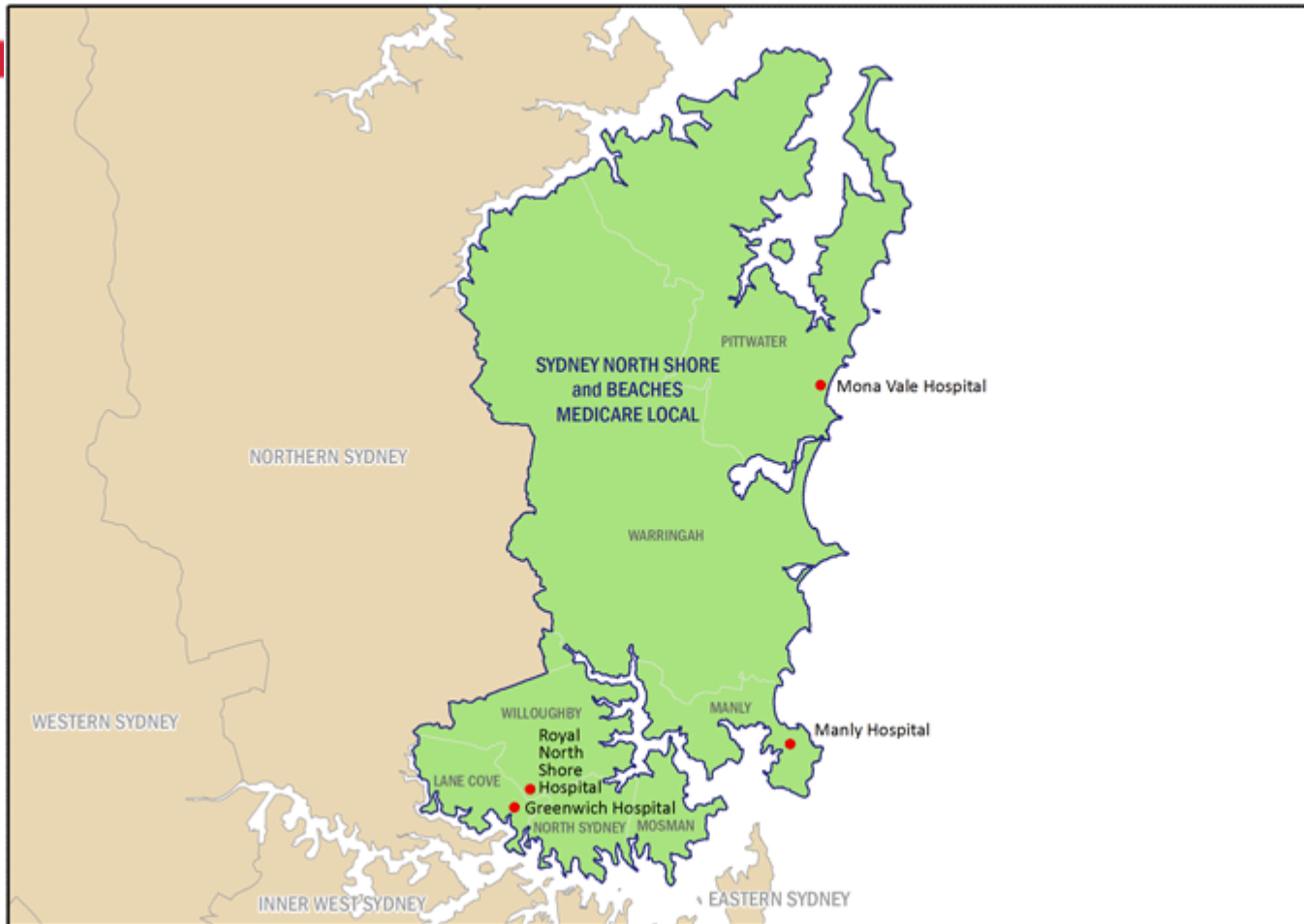
Local Federal and State Members of Parliament

- The District encompasses twelve State Government electorates, including several high profile State Government Members:
 - The Hon. Barry O'Farrell, Member for Ku-ring-gai, Premier, and Minister for Western Sydney
 - The Hon. Mike Baird, Member for Manly, Treasurer, and Minister for Industrial Relations
 - The Hon. Greg Smith, Member for Epping, Attorney General, and Minister for Justice
 - The Hon. Jillian Skinner, Member for North Shore, Minister for Health, and Minister for Medical Research
 - The Hon. Gladys Berejiklian, Member for Willoughby, and Minister for Transport
 - The Hon. Brad Hazzard, Member for Wakehurst, Minister for Planning and Infrastructure, and Minister Assisting the Premier on Infrastructure
 - The Hon. Victor Dominello, Member for Ryde, Minister for Citizenship and Communities, and Minister for Aboriginal Affairs
 - The Hon. Anthony Roberts, Member for Lane Cove, and Minister for Fair Trading
 - Mr Ray Williams, Member for Hawkesbury, and Parliamentary Secretary for Western Sydney
 - Mr Robert Stokes, Member for Pittwater, and Parliamentary Secretary for Renewable Energy
 - Mr Jonathan O'Dea, Member for Davidson
 - Mr Matthew Kean, Member for Hornsby.
- The District also includes several high profile Australian Government Members:
 - The Hon. Tony Abbott, Member for Warringah, and Leader of the Opposition
 - The Hon. Joe Hockey, Member for North Sydney, and Shadow Treasurer.

Northern Sydney Medicare Local



Sydney North Shore and Beaches Medicare Local



Northern Sydney Regional Organisation of Councils (NSROC- Hornsby, Ku-ring-gai, Ryde, Willoughby, Lane Cove, Hunters Hill & North Sydney councils)



Shore Regional Organisation of Councils (SHOROC- Mosman, Manly, Warringah & Pittwater councils)

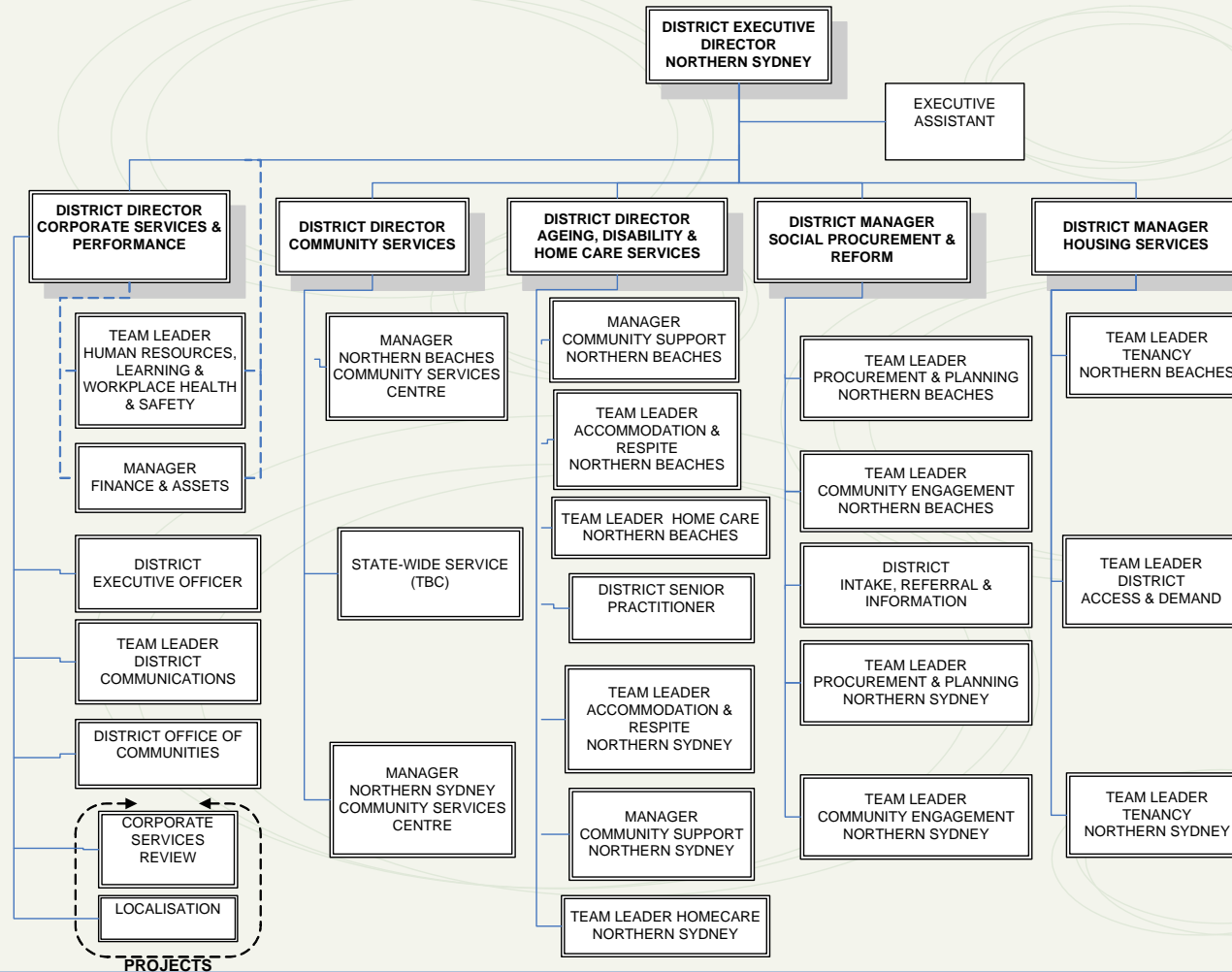


How we developed the district plan

- Joint ongoing fortnightly information, consultation and planning sessions for CS, ADHC and HNSW Managers
- Ongoing liaison with CS, ADHC and HNSW Senior Officers and Managers to undertake scoping and planning of district service delivery functions, with feedback loop established through the Senior Officers and Managers with their staff teams
- Establishment of the Northern Sydney District Executive Transition Team, comprising the Interim District Director, Senior Project Manager, CS Metro Central Regional Director and HNSW Central Sydney General Manager
- Ongoing written communication and updates to ADHC Metro North Region staff through Metro North Staff Bulletin
- Consultations with regional CS and ADHC Aboriginal staff, with HNSW consultation scheduled

What will my district look like

Northern Sydney District Structure – Stage 1



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 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?

- 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?

- 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 do the changes mean for staff?

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. Liz can be contacted on email liz.davis2@facs.nsw.gov.au

Office accommodation

- Current Northern Sydney FACS sites - staff to remain in place:
 - HNSW Dee Why & West Ryde
 - CS Chatswood & Epping
 - ADHC Chatswood & Hornsby
- Over the coming months we will talk further, and consult, with staff about localisation
- Final office locations will be determined as part of the Office Accommodation Strategy work being led by Asset Management and Procurement.

How will we implement the district plan?

- The Northern Sydney District Transition Team has been established to:
 - identify change and transition requirements as part of the district transition plan
 - provide appropriate channels for stakeholder feedback and consultation on localisation
 - prepare the district for transition to the new model, on approval, ensuring that there is minimal disruption to service delivery.

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

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

Conclusion

- Localisation provides and opportunity to break the cycle of disadvantage that leads to the demand for services provided and purchased by FACS.
- Northern Sydney proposes to implement a lean, flat and agile organisation that is designed to support a place based approach to tackle social exclusion and to leverage government investment to deliver social returns.
- A flatter management structure will deliver efficiencies early on, but the real opportunities to re-invest will emerge in the medium term from the social procurement model of funding to non-government organisations.
- In the longer term, effective social inclusion strategies will have a significant economical benefit and will reduce the demand on government provided and funded services.

How do I provide feedback?

- materials will be available online for you to review after the session
- staff feedback can be provided by:
 - email to Anthony Shannon, Northern Sydney District Senior Project Manager
anthony.shannon2@facs.nsw.gov.au
 - Feedback to your Manager / Leader, who will provide to the Northern Sydney District Transition Team
- you can also email local@facs.nsw.gov.au

How do I provide feedback?

- 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

Employee Assistance Program (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
