

FACS Strategic Statement





Secretary's message

This statement sets out the vision, values and objectives that will guide and unite our department over the next few years.

Family and Community Services (FACS) has an ambitious goal to break disadvantage and see that people are included in their communities.

We're realists about how hard it will be to achieve this. We face increasingly complex social problems. Demand for many of our services is rising, driven by mental illness, domestic violence, homelessness and alcohol and drug abuse.

Establishing what changes behaviour in families and communities is hard enough, helping to make it happen and to make it stick is harder still.

If we're to make a sustained positive difference we'll have to take considered risks, be innovative, seek and use evidence of effectiveness and be prepared to stop doing things that aren't working to invest in things that are.

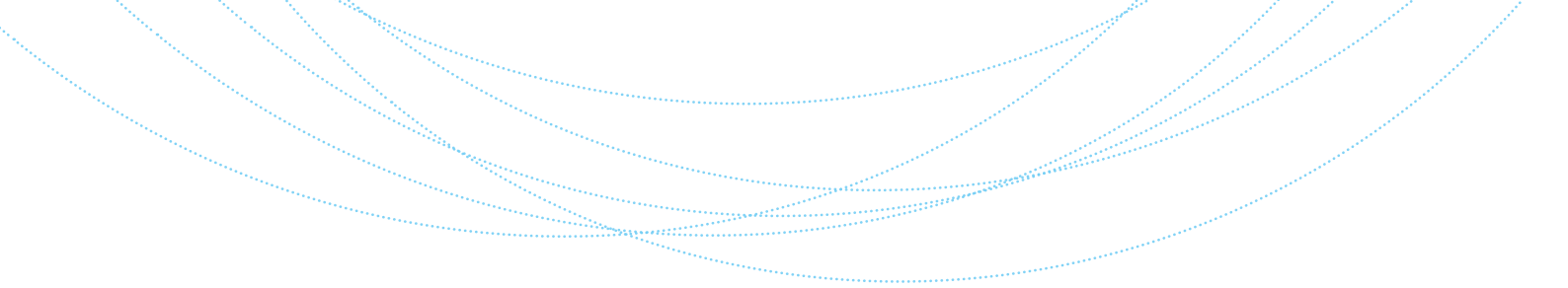
We'll know we're succeeding when more families thrive and not just survive, more people with disability exercise choice and control in their lives, we remove fewer children and young people from their families, and fewer people need social housing assistance.

This statement includes major reforms that require big changes to the service system, including the National Disability Insurance Scheme, and new approaches to child protection, social housing and homelessness.

Much will change, but not everything. Our first concern will always be the people we serve.

Our approach recognises that everyone's circumstances are different, and that we need to build on people's strengths to encourage them to overcome challenges and become more independent.

Some things we try won't work. Failure is part of seeking and sustaining excellence. FACS must be an organisation that tests, learns and adapts.



That means we need an ethos of restless improvement supported by effective and affordable departmental functions and structure that build on localisation and our partnership with the non-government sector and other government agencies.

The broad outline of the FACS of the future is known, although the detail isn't.

We'll design, deliver and commission services that are integrated around people and communities.

Services will be based on local needs and harness local strengths, including those of the non-government and private sectors. We'll collaborate with other government agencies to achieve common ends. We'll use evidence of results to guide our decision-making and we'll be transparent about how we're performing.

We've already taken a very big first step by shifting the centre of gravity of the department to our new districts. The decision to localise necessitates further changes.

We need to develop a simpler organisation, both in design and scope. Our yardstick as we make these changes will be how well they support districts, frontline colleagues and our partners to deliver services that make a lasting difference in the lives of our clients and communities.

This is a very big set of challenges. Arguably the biggest faced by any group of public servants in NSW.

I can't think of a group of people more capable of making a success of it.

Michael Coutts-Trotter
Secretary

FACS Strategic Statement

NSW 2021 Goals

Better protect the most vulnerable members of our community and break the cycle of disadvantage.

Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential.

Increase opportunities for seniors in NSW to fully participate in community life.

Our Vision

All people are empowered to live fulfilling lives and achieve their potential in inclusive communities.

Purpose

With our partners, we work with children, adults, families and communities to improve lives and realise potential.

We particularly focus on breaking, rather than managing, disadvantage.

How we work

We put people first.

We create local solutions tailored to meet local needs.

We work with government, non-government and community partners to reach more people with better services.

We build an agile and cohesive department that leads and delivers social policy reform.

Objectives

Children and young people are protected from abuse and neglect.

People with disability are supported to realise their potential.

Social housing assistance is used to break disadvantage.

People are assisted to participate in social and economic life.

People at risk of, and experiencing, domestic and family violence are safer.

Aboriginal people, families and communities have better outcomes.

Values

Service

Integrity

Accountability

Trust



Our Vision

All people are empowered to live fulfilling lives and achieve their potential in inclusive communities.

Our Values

Service – We put people at the centre of everything we do.

Integrity – We act professionally with honesty, consistency and impartiality.

Trust – We build relationships based on mutual respect.

Accountability – We take responsibility for our decisions and actions.

Our Work

FACS directly supports around 800,000 people every year, reaches a further million people through local community-based programs, and provides over a million seniors cards.

Our work is broad and challenging. Every day we strive to improve lives by supporting:

- people with disability, so they can realise their potential
- children and young people, so they have the best possible start to life and are protected from abuse and neglect
- people in vulnerable circumstances, so they have suitable, stable and sustainable accommodation, and services that support them to overcome disadvantage
- communities to become more resilient and inclusive
- families, so they are safe from domestic, family and sexual violence
- Aboriginal people, so they have the same social and economic opportunities as other Australians
- seniors, so they experience the benefits of living longer
- women, so they have full access to economic opportunities.

How we work

We will...

How we will do this

Put people first.

- Design services that build on the unique strengths of each individual or family, across all types of cultural backgrounds.
- Engage clients in decisions affecting their lives.
- Work with other government departments and our non-government partners so that people are at the centre of their services.
- Deliver and fund high-quality services that make a real difference in people's lives.

Create local solutions tailored to meet local needs.

- Build the capacity of our districts so more decisions are planned and taken locally.
- Improve the way we engage clients and communities in the planning, design and delivery of services.
- Foster greater and more effective local partnerships that encourage greater access and use of mainstream services.
- Deliver a service system that is easy for clients and communities to understand, navigate and use.

Work with government, non-government and community partners to reach more people with better services.

- Collaborate with non-government organisations (NGOs), philanthropists, citizens and the private sector to improve the wellbeing of our community.
- Develop a NGO strategy setting out how we will work with the sector. This includes developing the sector's capacity for sustainable growth and promoting shared decision-making.
- Work in partnership with the NGO sector to develop procurement frameworks that best meet client needs and support their goals.

Build an agile and cohesive department that leads and delivers social policy reform.

- Value the advice of our staff about innovative solutions to improving outcomes for clients and the community.
- Create a structure where districts and state-wide operations are supported by an integrated central office.
- Consolidate policy, service design, and corporate services functions across FACS.
- Use robust data analysis, research and evaluation to inform policy, service design and local planning.
- Support the FACS workforce to be strong, capable, professional and responsive to the needs of individuals, families and communities.

Objectives 2014-16

Children and young people are protected from abuse and neglect, and have the best possible lives

- Increase the proportion of children and young people in safe and stable homes.
- Help families earlier and with better services so their children are not taken into care.
- Provide more children at risk of significant harm with a face-to-face response.
- Improve the outcomes of our most vulnerable children and young people in care.
- Improve the safety of Aboriginal children and young people with child protection concerns.

People with disability are supported to realise their potential

- Increase the number of people with disability who make decisions about their supports.
- Prepare for the full rollout of the NDIS by July 2018.

Social housing assistance is used to break disadvantage

- Improve the economic and social outcomes of people in social housing and using other forms of housing assistance.
- Reduce the rate of people experiencing homelessness.
- Improve the financial position of the social housing portfolio.

People are assisted to participate in social and economic life

- Assist seniors to be healthy and active as they age.
- Reduce barriers to people with disability participating in daily life.
- Increase the proportion of women on boards.
- Increase the number of women in non traditional trades.

People experiencing domestic and family violence, or are at risk of it, are safer

- Improve the response to domestic and family violence.
- Increase the availability of early intervention and tailored support to meet individual needs.

Aboriginal people, families and communities have better outcomes

- Improve how we work with Aboriginal people to deliver responsive, culturally appropriate services tailored to community needs.
- Improve access to affordable, quality and culturally appropriate housing for Aboriginal people.
- Reduce the number of Aboriginal people who are homeless.

