



ACWA

Strategic Directions
2018–2021

Our Vision

A truly civil society based on equal opportunity and social inclusion that actively nurtures the wellbeing and civic contribution of all children, young people, families and communities

Our Purpose

To strengthen the capacity of the community sector to bring about effective reform to achieve better outcomes for communities, families, children and young people

Our Values

Equality, Inclusiveness, Respect

Our Areas of Strategic Focus

ACWA's SINGLE MOST IMPORTANT IMMEDIATE GOAL:

To develop an engagement strategy with government and our members that will re-assert and strengthen ACWA's role in the sector

STRATEGIC FOCUS AREA 1 — Children, young people and families

STRATEGIC FOCUS AREA 2 — Relationships with the sector

STRATEGIC FOCUS AREA 3 — Business viability and competition

ACWA's SINGLE MOST IMPORTANT IMMEDIATE GOAL:

To develop an engagement strategy with government and our members that will re-assert and strengthen ACWA's role in the sector

Outcomes by 30 September 2018: What will we have achieved?	Strategies: 2-3 broad activities which describe how the single most important goal will be achieved.	Success Indicators: <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
<ol style="list-style-type: none"> 1. We have a clear and robust engagement strategy for ACWA that has strong credibility with our allies in government. 2. We have strong networks and supportive relationships within NGO sector. 3. We have specific alliances within key peaks in the sector. 	<ul style="list-style-type: none"> • Identify key allies in government. • Approach key government personnel (incl. Minister and ministerial officers). • Identify people and organisations in sector with strong relationships with government who can assist. • Work to develop strategy with other peaks. • Identify personnel (e.g. economists) who may have ideas about different approaches. 	<ul style="list-style-type: none"> • Discussions with key individuals within government that result in agreement and support in terms of role. • Agreement and support from the NGO sector re: role and activities. • Joint agreement with peaks on strategy, roles and relationships with government.

STRATEGIC FOCUS AREA 1 — Children, young people and families

GOAL: Improved life outcomes for children, young people families and communities across the continuum of services

<p>Outcomes: What will we achieve?</p>	<p>Strategies: How will we achieve these outcomes?</p>	<p>Success Indicators:</p> <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
<p>Outcome 1.1: More involvement of individuals with a lived experience to our work.</p>	<p>1.1.1 Devise a best practice strategy for involving young people in the board.</p> <p>1.1.2 Develop ACWA Best Practice guidelines of how the board will to engage with young people.</p>	<p>Board interaction with young people has occurred.</p> <p>The young people and the Board evaluated this meeting to have been well prepared and organised.</p> <p>The Board reports being better informed about the impact of being in care experience of young people and better able to engage with ACWA's role.</p> <p>Young people have been able to contribute to Governance mechanisms in a way that benefits them.</p>
<p>Outcome 1.2: Developing mechanism for peaks to identify issues in the sector.</p>	<p>1.2.1 Develop efficient approaches to address these issues.</p>	<p>ACWA will be involved in joined-up activities, and joint advocacy where that amplifies key ACWA messages and concerns.</p> <p>Clarity about reform policy.</p>

STRATEGIC FOCUS AREA 1 — Children, young people and families

<p>Outcome 1.3: Strong engaged membership.</p>	<p>1.3.1 Utilise methods of membership engagement where the focus on child centred service development is enhanced through strong collaborative work.</p> <p>1.3.2 Identify and mapping the continuum and the issues of interest to members.</p>	<p>ACWA advocacy and joint advocacy.</p> <p>Membership work collaboratively on sector issues such as design system problem solving/improvement.</p> <p>Indicators of productive collaboration high: facilitation is rated highly, number of members in attendance; key area of practice/system design dealt with.</p> <p>Members report their service delivery has been enhanced.</p>
<p>Outcome 1.4: Persistent advocacy especially regarding TEI strong engaged membership.</p>	<p>1.4.1 Develop partnerships with organisations who have a strong presence in TEI – e.g. FACS and FaMS.</p> <p>1.4.2 Utilise methods of membership.</p>	<p>Evidence of influence: ACWA’s view is referenced or sought or acknowledged by independent commentators, key stakeholders (e.g. FACS, NSW Ombudsman, OCG), peaks and members.</p> <p>Engagement: Government listens and responds to ACWA priorities.</p>

STRATEGIC FOCUS AREA 1 — Children, young people and families

<p>Outcome 1.5: Achieve well-informed and engaged membership in relation to service design and appropriate funding for the whole sector.</p>	<p>1.5.1 Gain clarity in relation to the current service design and relationship, funding etc of TEI, Family Preservation and OOHC.</p>	<p>Success Indicators: Clarity gained from funding body; and messaging relating to this shared with OOHC services.</p> <p>Messaging to members and involvement in discussions is fulsome and informative.</p> <p>Involvement of members in discussion is reported to be useful to their service delivery and planning.</p>
<p>Outcome 1.6: A more informed TEI workforce.</p>	<p>1.6.1 Increase level of training provided.</p>	<p>Training provided and run for TEI workforce.</p> <p>Number of TEI workforce attending is recorded and shows increase.</p> <p>The quality of training is reviewed as high and seen as helpful.</p>

STRATEGIC FOCUS AREA 2 — Relationships with the sector

GOAL: ACWA activity builds relationship with their membership and the sector and supports capacity building

<p>Outcomes: What will we achieve?</p>	<p>Strategies: How will we achieve these outcomes?</p>	<p>Success Indicators: <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off? </p>
<p>Outcome 2.1: Strong Advocacy Voice on issues that are key to our mission.</p>	<p>2.1.1 Continue to use mechanism that listens to member and system issues: Devise a best practice strategy for involving young people in the board.</p> <p>2.1.2 Maintain a register of emerging and persisting systems issues.</p> <p>2.1.3 Use existing meetings with stakeholders, communication channels and membership to advocate for changes.</p>	<p>Increase in membership. Sector feels heard.</p> <p>ACWA has a strong grasp of the issues and has a suite of responses.</p> <p>These are considered to be useful and effective.</p>

STRATEGIC FOCUS AREA 2 — Relationships with the sector

<p>Outcome 2.2: Agencies are confident in knowing what their role is vis-a-vis FACS role in the field.</p>	<p>2.2.1 Provide joint training with FACS and NGOs.</p>	<p>Joint training with FACS delivered. Agencies report increasing confidence in: work with FACS and measuring the outcomes of their work.</p> <p>Clarity about reform policy and how that translates to practice.</p>
<p>Outcome 2.3: Agencies are confident in the outcomes they are achieving.</p>	<p>2.3.1 Support the sector in developing their capacity to self-monitor and have in place the evaluation mechanisms that they need.</p>	<p>Success Indicators: ACWA communicates that it will support agencies in these areas.</p> <p>Responds to requests in relation to reviews/responding to the Royal Commission.</p> <p>Agencies report that the assistance was helpful.</p>
<p>Outcome 2.4: Agencies use effective skills in contract management.</p>	<p>2.4.1 Identify methods of strengthening these skills and develop the targeted responses e.g. training in contract management and negotiation, or/and a Community of Practice approach relating to contract management under outcomes based contracting Framework.</p>	<p>Success Indicators: ACWA response is tailored to the expressed need and offered. Experts in contract management including the legal basis of negotiations included.</p> <p>Members report increased knowledge and skill and are more effective in managing contract meetings.</p>

STRATEGIC FOCUS AREA 2 — Relationships with the sector

<p>Outcome 2.5: Achieve well-informed and engaged membership in relation to service design and appropriate funding for the whole sector.</p>	<p>2.5.1 Gain clarity in relation to the current service design and relationship, funding etc of TEI, Family Preservation and OOHC.</p>	<p>Success Indicators: Clarity gained from funding body; and messaging relating to this shared with OOHC services.</p> <p>Messaging to members and involvement in discussions is fulsome and informative.</p> <p>Involvement of members in discussion is reported to be useful to their service delivery and planning.</p>
<p>Outcome 2.6: A more informed TEI workforce.</p>	<p>2.6.1 Increase level of training provided.</p>	<p>Training provided and run for TEI workforce.</p> <p>Number of TEI workforce attending is recorded and shows in increase.</p> <p>The quality of training is reviewed as high and seen as helpful.</p>

STRATEGIC FOCUS AREA 3 — Business viability and competition

GOAL: To increase the viability of ACWA in response to competition

<p>Outcomes: What will we achieve?</p>	<p>Strategies: How will we achieve these outcomes?</p>	<p>Success Indicators:</p> <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
<p>Outcome 3.1: Develop an independent, sustainable income stream that is aligned to and will further our mission.</p>	<p>3.1.1 Develop a business plan.</p> <p>3.1.2 Identify new viable projects/ product development using the successful pilot (Step by Step) as the template.</p> <p>3.1.3 Develop plan for how to approach the development of each product including resources.</p> <p>3.1.4 As in-house expertise in product development grows, expand the range of projects being undertaken.</p>	<p>Identifies new viable projects/product development.</p> <p>Programs/products/resources that meet the ‘triple bottom line’ criteria (furthers our mission: what is needed and what will produce income).</p> <p>Users evaluate the products as being helpful to practice.</p> <p>ACWA communicates that it will support agencies in these areas.</p> <p>Responds to requests in relation to reviews/responding to the Royal Commission.</p> <p>Agencies report that the assistance was helpful.</p>

STRATEGIC FOCUS AREA 3 — Business viability and competition

<p>Outcome 3.2: Establish 'preferred provider' status for majority for child welfare products and training in Australia.</p>	<p>3.2.1 Strategies: Identify all core resources required to run OOHC services.</p> <p>3.3.2 Reputation is protected and developed by ensuring that an ACWA method is used to research, develop and field test products and training.</p>	<p>Responds to requests in relation to reviews/responding to the Royal Commission.</p> <p>Agencies report that the assistance was helpful.</p>
<p>Outcome 3.3: Expand ACWA reach into other states and territories – products.</p>	<p>3.3.1 Strategies: Identify the products that will have markets in other jurisdictions.</p> <p>3.3.2 Develop nationwide network of trainers and assessors to promote and use the products.</p> <p>3.3.3 Develop distribution methods and national on-line options.</p>	<p>Success Indicators: Identifies new viable projects/product development.</p> <p>Programs/products/resources that meet the 'triple bottom line' criteria (furthers our mission: what is needed and what will produce income).</p> <p>Users evaluate the products as being helpful to practice.</p>

STRATEGIC FOCUS AREA 3 — Business viability and competition

<p>Outcome 3.4: Expand ACWA reach into other states and territories – training.</p>	<p>3.4.1 Strategies Leverage RTO status to offer relevant training in other jurisdictions.</p> <p>3.4.2 Develop in-office support for national reach.</p> <p>3.4.3 Develop nationwide registered network of trainers to train with the products.</p>	<p>Success Indicators: Identifies new viable projects/product development.</p> <p>Programs/products/resources that meet the ‘triple bottom line’ criteria (furthers our mission: what is needed and what will produce income).</p> <p>Users evaluate the products as being helpful to practice.</p>
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