



ACWA

Strategic Directions
2019–2022

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 advocate for and strengthen the capacity of the community service system to bring about effective reform to achieve better outcomes for children and young people and their families and communities, with a particular emphasis on vulnerable children and young people.

Our Values

Equality, Inclusiveness, Respect.

Our Areas of Strategic Focus

Strategic Focus Area 1: Children, young people and families.

Strategic Focus Area 2: Relationships with stakeholders in the service system.

Strategic Focus Area 3: Business viability and competition.

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.

Outcomes: What will we achieve?	Strategies: How will we achieve these outcomes?	Success Indicators: <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
Outcome 1.1: More involvement of individuals with a lived experience to our work.	1.1.1 Establish consultation processes with DCJ, AbSec and Create Youth Ambassadors to ensure that advice is considered in Board decisions and in ACWA's work more generally. 1.1.2 Develop initiatives that involve consultation with vulnerable communities.	Strategy is successfully implemented, and feedback is included the Board's decision making and in ACWA's business activities. Concrete examples of initiatives that demonstrate that ACWA is listening to the voices of children and young people. ACWA is demonstrating that it is consulting with representatives from vulnerable communities and responding to issues raised from these consultations.
Outcome 1.2: Continuation of work in the area of education.	1.2.1 Plan ongoing work in this area. 1.2.2 Extend our focus in this area beyond children in out-of-home care; for example, include children with a disability.	A plan for the next 12 months is developed, implemented and monitored that demonstrates a range of initiatives focused on putting the spotlight on children in out-of-home care and other vulnerable children in terms of the need to enhance the education support they receive.

Strategic Focus Area 1: Children, young people and families.

<p>Outcome 1.3: Increased flexibility in contracts.</p>	<p>1.3.1 Advocate for increased flexibility in the types of services able to be offered to vulnerable children by strengthening the system transformation process in such a way as to enhance service flexibility to meet need.</p> <p>1.3.2 As a consequence of ACWA strongly advocating for collaborative practice, being able to achieve improved outcomes via enhanced multi-agency responses.</p>	<p>Delivered in accordance with intended objectives, especially in terms of evidence for our contribution to reform leading to greater contract flexibility to meet the needs of vulnerable clients.</p>
<p>Outcome 1.4: Support the development of evidence informed approaches to work.</p>	<p>1.4.1 Work collaboratively with our members, DCJ and other stakeholders to ensure that process and outcomes data feature more prominently in informing service delivery and design.</p>	<p>Relevant data sets are developed and analysed. In this regard, we will strongly promote openness and transparency in relation to DCJ out of home care data (and, if necessary, enhanced data collection in this sphere).</p> <p>ACWA will actively participate in promoting strategies for systematically capturing practice issues via evidence-based methodologies.</p>

Strategic Focus Area 2: Relationships with stakeholders in the service system.

Goal: ACWA activity builds relationship with their membership and the service system (including government and key NGO stakeholders) and supports capacity building that is relevant to our purpose.

Outcomes: What will we achieve?	Strategies: How will we achieve these outcomes?	Success Indicators: <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
Outcome 2.1: An increased membership base.	2.1.1 Undertake a range of initiatives that will broaden the membership base. 2.1.2 Prepare paper on the possibility of expanding the membership base via a constitutional amendment to include for profit service providers. 2.1.3 Amend strategic directions document to better reflect our membership as well as our broader focus being on service improvements that benefit all vulnerable children, young people, families and their communities.	Increase membership by over 20% over the next 12-18 months. Paper prepared. Decision made by Board. If the Board decides to broaden our membership base, the Constitution is changed to reflect new definitions of memberships. In addition, ACWA will need to develop strategies to capitalise on the broader potential member base. Strategic directions document adjusted accordingly. Our work demonstrates effective strategies positively impacting on these vulnerable cohorts.

Strategic Focus Area 2: Relationships with stakeholders in the service system.

<p><i>(continued)</i> Outcome 2.1: An increased membership base.</p>	<p>2.1.4 Actively promote the value of ACWA membership to organisations eligible to be members.</p>	<p>Member surveys show an improved level of satisfaction.</p>
<p>Outcome 2.2: Sector forums build the capacity of members and other stakeholders.</p>	<p>2.2.1 ACWA needs to ensure that its fora are 'productive' and are directed at achieving one or more of the following objectives:</p> <p>(a) Well targeted and responsive to the government's reforms initiatives and/or having a strong service improvement focus.</p> <p>(b) Build skills, knowledge and/or collaboration.</p> <p>(c) Have a strong and effective advocacy focus on improving the service system for vulnerable children, young people (and their families and communities).</p>	<p>The schedule of fora – which documents attendees, issues raised, and outcomes achieved – demonstrates strong achievement against the five objectives.</p> <p>Where relevant, the % participants compared to % potential participants demonstrates a reasonable level of membership engagement in the forums.</p> <p>Data of total number of attendees at fora indicate a significant level of member engagement.</p>

Strategic Focus Area 2: Relationships with stakeholders in the service system.

<p><i>(continued)</i> Outcome 2.2: Sector forums build the capacity of members and other stakeholders.</p>	<p>(d) The formation of groups that seek to promote best practice.</p> <p>(e) Provide an efficient vehicle for engagement between Government, ACWA and its members on significant issues.</p>	
<p>Outcome 2.3: Build relationships with agencies who provide services in the vulnerable child and family service system.</p>	<p>2.3.1 Build strong relationships with relevant non-government/government agencies and communities who are providing services relevant to ACWA's purpose.</p>	<p>Organisations that support ACWA's current work priorities are identified and relationships established that result in strong outcomes that align with our purpose.</p> <p>For example, strong and effective business relationships with:</p> <ul style="list-style-type: none"> • DCJ • NCOSS, as the NSW generalist peak community service body • AbSec, as the Aboriginal counterpart in terms of mission/purpose • Their Futures Matter • CALD agencies • Discrete communities/services in relation to place-based services • The Children's Court • Disability organisations working with children • Education providers • Police initiatives aimed at working with vulnerable children/young people (Rise Up) • The Healing Foundation • Relevant interstate bodies

Strategic Focus Area 2: Relationships with stakeholders in the service system.

Outcome 2.4:
ACWA plays an important leadership role in ensuring that work in the sector is informed by current research.

2.4.1 Take a leadership role in the establishment of a Human Services Research Council.

Human Services Council is established with strong key stakeholder 'buy in' and leads to more efficient identification of current research initiatives and improves the planning and focus of future research endeavours across the human service sphere.

Strategic Focus Area 3: Business Viability.

Goal: To improve the overall financial health of ACWA.

Outcomes: What will we achieve?	Strategies: How will we achieve these outcomes?	Success Indicators: <ul style="list-style-type: none"> • What have we done? • How did we do it? • Is anyone better off?
<p>Outcome 3.1: Increased revenue from learning and development.</p>	<p>3.1.1 Improve run rate and attendance numbers at Calendar courses.</p> <p>3.1.2 Provide In House training to a wider range of organisations.</p>	<p>Training activities result in a break-even or profit-making financial result.</p> <p>Run rate for Calendar courses increases.</p> <p>Average number of participants attending each Calendar course increases.</p> <p>In-House training sessions are provided to new organisations.</p>
<p>Outcome 3.2: Increase our presence in regional venues.</p>	<p>3.2.1 Establish a regional representative model in other regions.</p>	<p>In light of the success of regional model operating in the South Coast, expand regional representative model to include Western NSW and Hunter/New England regions. In addition, we will aim to guarantee the financial viability of these new sites.</p>

Strategic Focus Area 3: Business Viability.

Outcome 3.3:
Our Calendar program is seen by member agencies and DCJ to be well tailored to identified workforce professional development needs.

3.3.1 Develop and implement a strategy for effectively engaging with members agencies, DCJ and other stakeholders, for the purpose of systematically identifying workforce development needs. For PSP related needs this to be completed in conjunction with Curijo, AbSec, DCJ and other stakeholders.

3.3.2 Devise and implement a strategy to ensure that a significant portion of our Calendar training is targeted to meeting the professional development needs identified by the process described in 3.3.1.

Effective strategy developed and the required consultation takes place.

Annual plan is developed and rolled out that aligns to the outcomes from the consultation.

The evidence from stakeholder feedback and course participation surveys demonstrates solid results.

Strategic Focus Area 3: Business Viability.

<p>Outcome 3.4: Increase delivery of training products through the Registered Training Organisation (RTO).</p>	<p>3.4.1 Develop online delivery of qualifications.</p> <p>3.4.2 Increase number of auspices that support the delivery of nationally recognised training in other jurisdictions and organisations.</p> <p>3.4.3 Work with member agencies, DCJ and other stakeholders to identify tertiary qualifications that are 'fit for purpose' to meet workforce development needs.</p> <p>3.4.4 ACWA to collaborate with DCJ and universities to develop courses in response to the above initiative.</p>	<p>Number of students starting qualifications increases by at least 10%.</p> <p>Increased percentage of students coming from other states.</p> <p>Increased percentage of students coming from organisations who are new to ACWA.</p> <p>Access to a relevant qualification that meets the workforce development needs is available. In addition, ACWA improves access to these qualifications by pathways from lower level qualifications.</p> <p>Courses are identified and developed.</p>
<p>Outcome 3.5: Increase number of specialised products.</p>	<p>3.5.1 Develop a resource that supports the introduction of Child Safe Standards in member agencies.</p>	<p>Business plan supported by Board and regulators.</p> <p>Child safe resources are developed and endorsed by regulators and supported by member agencies.</p> <p>Financial return on this initiative is strong.</p>

Strategic Focus Area 3: Business Viability.

<p>Outcome 3.6: Learning and development activities are delivered in ways that meet the changing needs of the workforce.</p>	<p>3.6.1 Trial a range of delivery strategies and technologies to determine best fits for the workforce. This could include:</p> <ul style="list-style-type: none"> • webinars • video conferencing • communities of practice • online modules • reflective practice groups • coaching <p>3.6.2 Partnerships with DCJ and other organisations are developed so that more products are available.</p>	<p>20% of learning and development activities offered through the Calendar use alternative technologies or delivery strategies.</p> <p>75% of participants who participate in these activities provide positive feedback.</p> <p>New partnerships are developed.</p>
<p>Outcome 3.7: Operating costs are reduced.</p>	<p>3.7.1 Identify new premises at a reduced rent that still meets the needs of the organisation, including the training operations.</p> <p>3.7.2 Reduce ACWA's overall costs through efficiencies in business processes.</p>	<p>New premises are identified and secured.</p> <p>ACWA's operating costs are reduced.</p>