

SECTOR TRANSFORMATION STRATEGY

Fams is committed to contributing to a service sector with increased capability and flexibility to deliver commissioned services that are inclusive and respond to the dynamic and changing nature of priority clients, populations, community and geographical needs.

Following our work on *Investing in Children and their Families*, our policy paper *Bridge the Gap* identified the need for a response to four gaps (System; Organisation; Practice; and Worker) to promote consistency and transparent standards for commissioning and ensure a sector that is better able to meet the needs of vulnerable children, young people, families and communities.

We posited at the time that it is important that while we stop and reflect about reform, we continue to press ahead with examining what does and does not work in our sector. This necessarily means a commitment to self-evaluation. As a sector, working with service users with complex needs, we don't need to wait for government to tell us whether we are doing a good job or not. We need to want to know ourselves. We need to want to know this for our service users. We have an opportunity to drive the next necessary stages of transformation to ensure we have an early intervention and prevention sector in NSW that is enabled to deliver high quality services and use effective practices. This requires a clearly articulated policy and practice framework and investment to meet demand.

Fams has now produced our Sector Transformation Strategy to keep kids safe at home in strong families and communities. The strategy is designed to increase organisation and workforce capability through facilitating the delivery of professional support to address areas of need including, but not limited to:

- board governance;
- data quality and reporting;
- culturally appropriate service delivery;
- early intervention and prevention practice skills.

Our aim is that organisations:

- demonstrate minimum standards for governance and operations;
- collect and use evidence and data to inform practice and collaborate to provide better results for clients, practitioners, and organisations;
- build a workforce with core skillsets and minimum competencies.

The Sector Transformation Strategy focuses on four strategic directions, each with a Roadmap outlining the core elements necessary to drive:

1. System Capacity

The Roadmap to safe kids at home is based on six pillars:

- Structural prevention
- Systems prevention
- Investment
- Universal access
- Stable and included

2. Organisational Capacity

Service providers funded under the Department of Communities and Justice Targeted Earlier Intervention Program do not have an existing accreditation system. Third party verification is

an expensive and time consuming exercise which is often out of reach for small organisations. Fams sees an opportunity for the sector to proactively engage in a program that addresses this gap. *The Roadmap to Organisational Excellence* and Fams' *Standards of Organisational Excellence* is based on the NSW NGO Capability Building Tool developed by the Social Innovation Council and sets standards of excellence for governance and service delivery.

3. Practice Capacity

An early intervention and prevention sector in NSW that is enabled to deliver high quality services and use effective practices requires an evidence-informed practice approach. *The Roadmap to Practice Excellence* is based on five pillars:

- Principles of practice
- Evidenced informed models of service delivery
- Rights based approach
- Outcomes measurement
- Evaluation framework

4. Worker Capacity

An early intervention and prevention sector in NSW that is enabled to deliver high quality services and use effective practices requires a skilled and professional workforce that is adaptive. *The Roadmap to Workforce Excellence* is based on five pillars:

- Minimum qualifications
- Minimum competencies
- Core skills and knowledge
- Learning and development
- Professional support

Fams is committed to developing resources that support everyone in an organisation to be able to participate at various and appropriate levels relevant to their role. Together, we must seize the moment to begin implementing standards of excellence that are fit-for-purpose for the diversity of our sector, are affordable, and build on the strengths, knowledge and practice wisdom of all elements of the service system.

Fams recognises the benefit that comes from the sector being empowered with the autonomy to develop its own frameworks, policies and processes that satisfy their own organisational needs and without the need to comply with additional requirements set down by government. We also recognise the benefit that this approach brings to government through a flexible and responsive model of excellence that is adaptable to needs of a constantly evolving Targeted Earlier Intervention Program sector.

In parallel, Fams will continue our strong advocacy and direct engagement with the Department of Communities and Justice teams, centrally and locally, to ensure that our vision for sector transformation aligns with, and informs their future direction.

Fams invites every organisation funded through the Targeted Earlier Intervention Program to join us in this work.

Resource links

- Investing in children and their families: [Investing-in-Kids-and-their-Families.pdf \(fams.asn.au\)](#)
- Bridge the Gap: [Bridge-the-Gap-.pdf \(fams.asn.au\)](#)
- Roadmap to safe kids at home (System Capacity): [Fams-Roadmap-to-keep-kids-safe-20201211.pdf](#)
- Sector Transformation Strategy: <https://fams.asn.au/wp-content/uploads/2021/04/Roadmap-1.pdf>