



**FAMILY WORKER
TRAINING + DEVELOPMENT PROGRAMME INC.**

STRATEGIC PLAN 2010 – 2015

March 2010

*Affordable Local Training & Development
Opportunities*

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INTRODUCTION

This Strategic Plan was developed through a process of participation with the range of people who share in the future and work of this agency. It was made possible by the valuable contributions made by staff, management, members and colleagues in funder and partner organisations. Thanks goes to all those who contributed in the process from January to March 2010.

ABOUT FWT+DP

Family Worker Training + Development Programme Inc. (FWT+DP) is a non-government, not for profit agency supporting the learning and development of people working with families in western Sydney. FWT+DP delivers a wide range of dynamic and affordable training and other learning and development opportunities on topics and issues current to the needs of individuals and agencies working with families.

FWT+DP pride itself on delivering quality training and development based on current best practice and the evidence base in the relevant disciplines.

WHO WE SERVE

- People working directly with families.
- Services system working with families with children up to 18 years.

POPULATION RESULTS TO WHICH WE CONTRIBUTE

- **Whole Population:**
Safe, Healthy, Resilient (and Inclusive) children, young people, families and communities
- **Target Population Result:**
Family workers (and the service system) have the capacity to provide families and communities with quality support

OUR VISION FOR THE FUTURE

Workers and services that are:

- Valued and skilled
- Evidence based
- Child centred and family focussed
- Working collaboratively
- Responsive to changing needs

OUR MISSION

- To provide high quality affordable practice based learning and development for those who work with children and families in Greater Western Sydney.

“Investing in the future of families and the sector and recognising the ripple effect of our actions today on tomorrow”

OUR CORE VALUES

Respect for children, families, communities and those who work with them

We recognise, promote and build on strengths. We see the importance of their contributions to society at large and uphold their dignity and rights in all we do.

Working together to make a difference

We take time to build and maintain the relationships needed for making a difference. We concentrate all our efforts on what will make a difference.

Responsiveness

We listen to those working with families about the challenges facing them and their related needs. We respond to their needs as they arise, in ways that are informed by best practice and current evidence.

Reflecting on practice

We continually reflect on what we do, how we do it and strive to learn about what works best. We promote this approach with all those we serve.

Accountability

We are accountable to our membership, funders and the communities we serve. We are accountable for the quality and integrity of what we do and for the difference we make.

THE DIFFERENCE WE MAKE

FWT+DP works with and for those who work with families. We strive to make a difference in the following ways:

- Increased capacity in strengths based practice
- Increased knowledge in evidence base
- Increased knowledge in topic (by achieving learning goals)
- Increased confidence to apply knowledge
- Increased capacity for reflective/conscious work practice
- Increased knowledge for inclusive and collaborative practice

ACCOUNTABLE FOR OUR PERFORMANCE

We will keep track of how we are going on making this difference by collecting the following information:

How much did we do?	How well did we do it?
<p>Number of L+D activities by type & location:</p> <ul style="list-style-type: none"> ○ Workshops ○ Forums/conferences ○ Reflective practice sessions ○ Trainer briefing sessions ○ Resources produced ○ Sponsored learning opportunities provided <p>Number of participants by:</p> <ul style="list-style-type: none"> ○ Location ○ Organisation ○ Service type ○ Culture ○ Gender 	<p>Number and % of participants from priority/hard to reach agencies and groups (eg: ATSI and CALD)</p> <p>% participant who report positively on:</p> <ul style="list-style-type: none"> ○ Felt challenged and stretched ○ Presenter’s presentation skills ○ Presenter’s content knowledge and understanding ○ Learning environment ○ Participant learning style being accommodated <p>Number of agencies sending workers to FWT+DP events repeatedly</p> <p>Number of events with capacity numbers /high demand</p> <p>Number and % of events cancelled (inc: analysis of why cancelled)</p> <p>Number and % of events meeting promoted timelines (inc: analysis of timelines not met)</p>
Is anyone better off?	
<p>% Participants reporting positively (4-6 weeks after participation in the training event) on gaining:</p> <ul style="list-style-type: none"> ○ Increased ability to work in strengths based and capacity building approaches ○ Increased confidence to apply evidence base knowledge ○ Increase in conscious practice <p>% Participants reporting positively (4-6 weeks after training) on having an increased understanding of:</p> <ul style="list-style-type: none"> ○ Central importance of relationship ○ Flexible delivery of services how and where it best fits for the family/community ○ Recognising & building on family/community strengths ○ Facilitating independence of family/community ○ Attitude – worker not the expert; family has the capacity to determine their own lives and solutions ○ Confidence to apply research/theory / best practice presented in workshop <p>% participants for whom a key workplace person (supervisor, team member, co-worker) reports positively on their observations of the work practice of the training participant in the above areas</p> <p>% participants reporting (at end of session) that they learnt something new on evidence base and/or practice wisdom related to the topic</p> <p>% service provider networks reporting increased understanding/capacity to provide services for hard to reach families and community and to work in partnership with other services and networks to best support children and families</p> <p>% participants reporting positively (end of session) on achieving one or more learning outcomes for event</p>	

STRATEGIC DIRECTIONS 2010- 2015

In order to continue to improve on making a difference the following Strategic Directions have been chosen for the next five years. These Strategic Directions will direct improvements in our services and activities, organisational capacity and strategic relationships. They will guide our decisions, allocation of resources, program development, how our current programs evolve and the relationships we develop.

Strategic Direction 1:

- **Build profile and credibility of FWT+DP beyond western Sydney.**

Strategic Direction 2:

- **Strengthen strategic relationships for future sustainability and growth.**

Strategic Direction 3:

- **Shape FWT+DP structure for capacity into the future.**

Strategic Direction 4:

- **Resource and systems management to meet future needs.**

Strategic Direction 5:

- **Align and promote FWT+DP learning and development with Australian Quality Training Framework (AQTF) outcomes.**

Strategic Direction 6:

- **Build a streamed learning and development framework.**

Strategic Direction 7:

- **Prioritise learning and development for emerging sector needs into the future (as well as current contracted areas).**

OUR CORE BUSINESS

We will continue making a difference for those who working with children and families through doing what we do well in our core business programs and services.

We will strive to further improve on making a difference by:

- Seeking and learning from feedback from members, participants and colleagues in other agencies
- Ongoing reflective practice including tracking the extent to which we make a difference and exploring ways to constantly fine tune what and how we do it
- Remaining informed and learning from research evidence and good practice wisdom from across the sector, locally and internationally
- Working collaboratively with others in the sector to build creative solutions to the needs.

FWT+DP's Current Operational Goals 2009 - 2012

- Pro-actively develop FWT+DP as a 'Learning Organisation'
- Strengthen the understanding and capacity of our trainers to impart and support FWT+DP's core goals
- Apply a more strategic/planned approach to developing our learning & development training calendars

Strategic Direction 1:

- **Build profile and credibility of FWT+DP beyond western Sydney.**

In five years:

- We will be presenting at a key sector conference at least once a year
- We will be getting approached by decision makers and influencers outside western Sydney

Strategic Direction 2:

- **Strengthen strategic relationships for future sustainability and growth.**

In five years:

- We will have diversified our funding sources

Strategic Direction 3:

- **Shape FWT+DP structure for capacity into the future.**

In five years:

- We will have a flexible and sustainable organisational structure to cope with demands and future size

Strategic Direction 4:

- **Resource and systems management to meet future needs.**

In five years:

- We will have secured resources and staffing for IT functions and new technologies based learning opportunities, to be ongoing

Strategic Direction 5:

- **Align and promote FWT+DP learning and development with Australian Quality Training Framework (AQTF) outcomes.**

In five years:

- We will have identified AQTF outcomes relevant to our core business
- We will have established a relationship with a training provider in AQTF

Strategic Direction 6:

- **Streamed learning and development framework.**

In five years:

- We will have a streamed learning and development framework in place catering for varied needs (base level – advanced level; young workers – mature workers; individual needs – sector needs)

Strategic Direction 7:

- **Prioritise learning and development for emerging sector needs into the future (as well as current contracted areas).**

In five years:

- We will have delivered learning and development opportunities in the priority need topic areas of:
 - Working with complex needs – domestic violence and mental health
 - Youth work best practice
 - Results Based Accountability in practice

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Strategic Direction 1:

Build profile and credibility of FWT+DP beyond western Sydney.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
<p>FWT+DP is known and respected as a high quality learning and development provider across Greater Western Sydney</p>	<p>FWT+DP selected to present at a key sector conference at least once a year</p> <p>FWT+DP receiving approaches by decision makers and influencers outside western Sydney, for expertise or service provision</p>	<ul style="list-style-type: none"> • Up skill FWT+DP staff to deliver presentations • Upskill staff on networking strategies with key people in senior management roles in the sector • Get on the conference circuit: <ul style="list-style-type: none"> ○ Identify key conferences and people to do this • Become more visible to big players, state and federal level: <ul style="list-style-type: none"> ○ Identify who we need to develop strategic relationships with outside western Sydney ○ Network beyond western Sydney and promote what we do ○ Include them in distribution of key FWT+DP documents • Build relationships with bigger NGOs to capitalise on opportunities 		<p>Year 1-3</p> <p>Maintain in Year 3-5</p>

Strategic Direction 2:

Strengthen strategic relationships for future sustainability and growth.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
FWT+DP gained funds (within identified priorities) from new funding sources beyond Community Services funding programs and current initiatives	<p>Percentage of FWT+DP funds from sources other than Community Services current funding programs</p> <p>Number of new strategic relationships resulting in FWT+DP delivery of learning and development</p>	<ul style="list-style-type: none"> • Identify and develop relationships with other training providers: <ul style="list-style-type: none"> ○ Around Keep Them Safe ○ Sub-contracting opportunities for FWT+DP • Identify and develop relationships with key people in funders other than Community Services: <ul style="list-style-type: none"> ○ Community Services South West Met ○ FACSIA – Federal Government ○ ADHC – Ageing, Disability and Home Care ○ Other state government agencies if relevant (e.g. Attorney Generals) • Identify and develop relationship with key player in South West Sydney • Maximise use of current quarterly meetings with Community Services to feed in information re barriers and emerging needs 		<p>Year 1-3</p> <p>Maintain in Year 3-5</p>

Strategic Direction 3:

Shape FWT+DP structure for capacity into the future.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
FWT+DP restructure completed	<p>Options, advantages and disadvantages identified</p> <p>Implementation plan developed</p> <p>Restructure implemented</p>	<ul style="list-style-type: none"> • Identify and explore options for organisational structure, Board vs Management Committee, and line accountability structures • Consult stakeholders as appropriate • Select best structure for future needs and develop restructure implementation plan • Implement restructure • Succession planning • Work force planning 		Year 1

Strategic Direction 4:

Resource and systems management to meet future needs.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
<p>FWT+DP has ongoing IT functions operating</p> <p>FWT+DP has capacity for delivery of learning and development opportunities using new technologies</p>	<p>Funds gained for ongoing IT functions</p> <p>Staff have knowledge/skills in new technologies for learning and development</p> <p>FWT+DP commenced delivery of new technologies based learning opportunities</p>	<ul style="list-style-type: none"> • Identify and explore options for funding ongoing IT functions (e.g. unit costing to include this embedded) • Implement funding plan for ongoing IT functions • Upskill staff on new technologies relevant to learning and development (e.g. online self directed learning, webinars, skype etc) • Identify target groups and learning needs that may be met through opportunities using new technologies • Plan and implement learning opportunities using new technologies 		<p>Year 2-4</p>

Strategic Direction 5:

Align and promote FWT+DP learning and development with Australian Quality Training Framework (AQTF) outcomes.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
FWT+DP activities are linked to AQTF	<p>AQTF outcomes relevant to our core business identified</p> <p>At least one relationship established with an AQTF training provider</p>	<ul style="list-style-type: none"> • Staff learning relevant to AQTF • Articulate AQTF outcomes for current activities • Identify potential opportunities for core business to be linked to AQTF • Explore potential partnerships for AQTF pathways to be used • Develop and negotiate relationship with an AQTF training providers (RTOs) 		Year 3-5

Strategic Direction 6:

Streamed learning and development framework.

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
<p>FWT+DP delivering streamed learning opportunities catering for varied learning styles and learning need levels of the changing sector workforce</p>	<p>Clear learning pathways in place for base level to advance learning</p> <p>Learning approaches suited to new generation workers in place</p>	<ul style="list-style-type: none"> • Identify which FWT+DP outcomes are relevant for each learning opportunity to be delivered • Identify the level (base to advanced) of all core business learning and development activities • Identify learning activities that meet individual needs vs sector change needs • Identify and research learning approaches suited to new generation workers (e.g. new technologies; case based learning models etc) • Develop and implement a streamed learning and development framework • Include articulation of this in promotions of training and other learning opportunities 		<p>Year 3-5</p>

Strategic Direction 7:

Prioritise learning and development for emerging sector needs into the future (as well as current contracted areas).

Outcome	Success Indicators	Key Strategies/Actions	Resource Requirements/ Lead role	Timeframe (by when)
FWT+DP target groups have access to learning and development in priority identified need topic areas	<p>Number of learning opportunities delivered on priority topic areas</p> <p>Number of workers trained in priority topic areas</p>	<ul style="list-style-type: none"> • Identify and explore options for financing learning and development opportunities on priority topic areas that currently fall outside existing funding contracts • Identify types/locations of workers needing learning in priority topics areas and level (base or advanced) of learning required • Identify trainers/facilitators for delivery of learning and development on priority topics areas • Plan and promote learning opportunities on priority topic areas • Deliver and evaluate learning opportunities on priority topic areas 		<p>Year 1-3</p> <p>New identified priorities year 3-5</p>

APPENDIX 1

Survey Responses (General):

Future needs: families	L&D needs, issues, challenges and vision
<p>Domestic Violence/ family violence/impact on children – response, supporting resilience, recovery and prevention</p>	<ul style="list-style-type: none"> • Increased capacity to support children • Supporting self protective behaviours (adults & children) • Capacity to respond to those with abusive behaviours (<i>acknowledging FW's will need different levels of knowledge and response skills – but ALL need some form of skill development / support – regardless of funding program or role</i>). <p>Challenges: Program restrictions on focus (highest needs in area of lowest funding dollars); lack of specialist services (especially for kids); potential impact on KTS on role of FW's; perpetrator new ground formally – but perhaps not in reality?</p> <p>Possible responses starting points:</p> <ul style="list-style-type: none"> • Vermont Training Proposal • Past / existing DV Submissions
<p>Increasing issues and complexity of issues faced by families due financial hardship, mental health, substance abuse, DV, housing affordability and homelessness, poor money management, isolation, vulnerable to exploitation</p>	<ul style="list-style-type: none"> • Overall impact on health / resilience of family functioning and relationships (and role of workers to understand and support) • Increasing need for training in areas of advanced skill development and complex needs while still catering for new workers and base skill development needs • Increasing need for clear service system pathways for additional support (and need for FW's to know and effectively use referrals for additional support) • Increasing need for advocacy skills and confidence for FW's <p>Challenges: see above</p>
<p>As above but specifically relation to the special needs of Aboriginal families & communities (<i>face greater risks of above and carry greater impact of past</i>)</p>	<ul style="list-style-type: none"> • Increase cultural competence capacity and motivation of mainstream services to understand and respond to Aboriginal families and communities • Increase capacity, motivation and skills of mainstream services to employ and support Aboriginal workers <p>Challenges: see above + specific challenges around ACYFS \$\$'s/process</p> <p>Possible starting points:</p> <ul style="list-style-type: none"> • Ongoing commitment to ACYFS L&D/ interface with mainstream services • New ACYFS project to focus on <i>ONGOING</i> capacity building with mainstream services (eg: Reconciliation action process = 3yrs) • New ACYFS project to focus provide tailored individual professional development support and sponsorship for (current /potential) Aboriginal workers

Future needs: families	L&D needs, issues, challenges and vision
As above but specifically relation to the increasing number refugee families (at greater risks of above)	<ul style="list-style-type: none"> Increasing need for family workers to info and skills to impart info in culturally accessible ways Overall need for increased cultural competence / confidence when working with complex issues Increasing need for specific knowledge in immigration rules and processes
Keep Them Safe – the evolving and ongoing impact / interface between the new system and families and the flow on impact to workers, roles, issues faced and workloads	<ul style="list-style-type: none"> ALL workers to know and understand new system to the extent of the relevance to their role (child protection focused or not) and their duty of care SOME worker will need to respond to families at risk and/or where child protection issues already exist and also to help families navigate new system Likely impact of increased workloads/focus on FW's role and the potential increase need for skills and confidence to both challenge and support parents to adopt safer/more appropriate parenting behaviours, attitudes and confidence (likely to raise deeper aspects of parents own story/distress and the additional support needs and skills this involves).
Parenting Issues: ongoing need for parenting support, particularly parenting teenagers and the issue being faced by children at younger and younger stages <i>Change on school leaving age and potential impact on family stress / conflict / financial pressure</i>	<ul style="list-style-type: none"> Training for youth workers AND family workers Connection to CCWT and Children & YP's Commission agendas Special needs when training youth workers – (specialist trainers and tailoring content) Formally bringing emerging evidence base into work practice, eg: adolescent brain and emotional development and impacts on/of behaviour (binge drinking, risk taking, driving, etc) Potential increase need for family workers to build mediation/conflict resolution skills and confidence?
Learning Organisations	<ul style="list-style-type: none"> Need to recognise the long term nature of this journey and commit to the long haul!
New Frontiers?	<ul style="list-style-type: none"> Online training/interaction with trainers and resources?
Other (not our responsibility but...)	<ul style="list-style-type: none"> Changing rules for qualifications for childcare workers and ongoing issue of lack of relief workers

Staff VISION: “Invest in the future of families and the sector and recognise the ripple effect of our actions today on tomorrow”

Staff support proposal to release unallocated funds for initiatives currently on the table for consideration (see above)

APPENDIX 2

Survey Responses (General):

Inspiring Training / L&D attended in the past:

- Discussion on content, good handouts, further reading - feeling reenergised – validated.
- Linked theory and practice in a manner that was clear, helpful and practical.
- Challenged by depth of theory and actual cases really brought home skills for practice.

Better outcomes for families achieved because of training:

- Training that enabled us provide sessions direct to children and create new groups.
- Training that gave staff a practical / straight-forward way to introduce and talk about strengths.
- The collective impact is that we can all talk about the new things we learn and share how we apply it. Each bit adds layers to the layers of understanding and skill.

Highlight past FWT Events:

- Support to develop training on our in-house course for teens was invaluable...validated our work , developed our capacity as trainers and got the course “out there” to be used in other services.
- Practice reflection on solution focussed very helpful and opportunity to get mentoring while applying new skills with families

Current / emerging training needs (comments provided by experienced trainer):

- Keep Them Safe = pressure on staff, ie: increased referrals, increased complexity; increase in engagement challenges; more intrusive for families.... AND still recognising importance of trusting and transparent relationships - a tall ask!
- Need more effective ways of engaging parents affected by domestic violence earlier on in the process of identifying violence, and challenges re how to work with women especially around recognising healthy verses unhealthy relationships.
- Need more serious collaboration, building on some of the learning from successful Brighter Futures consortium, and looking at whether we can take this further for example to bring in better relationships with services such as methadone clinics and drug treatment services, and adult mental health services.
- As a trainer – “are we making good enough use of new media - eg internet based learning, video conferencing” – where does this fit with human services training?

Professional development/training needs to meet family needs:

- Targeted experienced workers - bring current research to bear on practise
- Burn out becoming a bigger problem - much expected new DoCS BF program and the KTS changes will only increase this

Meeting the needs of families – Sector needs next 3-5 years:

- Assist services adapt to new Community Services funding system and further skilling on working with more intense complex families
- Orientation/systems training for new family workers
- Subsidised Level 5 Triple P training and Subsidised 1-2-3 Magic training
- Practice reflection and practical application of skills is critical.
- Up-skilling for experienced workers is essential.

What issues will families in your area face in the future?

- *More ...* financial difficulties and housing problems, primary relationship struggles, isolation, family breakdown; substance use; A greater divide between the have and have-not families in terms of technology in the home....
- Living with the fear of local crime/parental concern about raising children in an area that is perceived to have high crime rates and “juvenile delinquency”
- Kids experiencing much more stress and depression – will need to be more skilled at working directly with children in families and understanding the needs of children.

Challenges to be face in meeting training/professional needs:

- Finding time amongst all other demands on the service.
- Finding money for training and need to kept costs reasonable
- Balance value of training workers from like services together v’s training with workers across different geographical

If money, time and resources were no barrier:

- In-depth on counselling models, ie: Narrative Therapy, Cognitive Behavioural Therapy and Solution-Focused Brief Therapy
- Accidental counsellor training for community members
- Subsidised Mental Health First Aid
- Learning together with very skilled trainers and clinicians who could bring together the evidence skill base – into our services
- Local/accessible training; good venues, good food, peer interaction

Other: FWT+DP has done an excellent job to date

APPENDIX 3

FWT+DP STRENGTHS

- Management Committee has clear governance role and not impinging on operational issues
- Practice based focus in FWT+DP – unique history means we are not just about training delivery
- Responsive in short timeframe and strategic in our response
- Consultative approach
- Accessible - local, affordable, well connected to real world view of workers and can link them to evidence base and bigger picture
- Strong credible reputation in the area
- Quality facilitators
- Valuing workers and their experience
- Ongoing reflection and evaluation
- FWT+DP embedded and engaged in the service system
- Quality staff
- Effective marketing – professional
- Effective information distribution and promotions
- Effective guidance from strong management team (Manager & Organisation Development Co-ord)
- Stable effective management

FWT+DP VULNERABILITIES

- Funding for back office functions/invisible resources - management role, IT database
- Funding stream dependence in few areas – limited mostly to Community Services funding programs
- Increasing cost of operations and infrastructure
- Manager and Organisation Development roles are so crucial to success
- Management Committee longevity – sustainability
- Rate of growth is fast – are we close to the tipping point?
- Community Services Grants Program future

OPPORTUNITIES

- Maximise opportunities for sub-contracting from big players
- Keep Them Safe – brings opportunities
- National Framework for Child Protection and Federal Government Family Support Program (FACSIA)
- ADHC and Federal disability funds may bring opportunity
- Community Builders and Family Support Services streams – may have training allocations
- Unallocated ACYFS funds
- Access to corporate and philanthropic funds – but PBI status required
- Tapping into new technologies and learning approaches

THREATS

- Political climate – if state government change
- FWT+DP seen as small player compared to bigger training organisations, particularly because of Western Sydney focus
- Limited current relationship with big players and decision makers – low visibility at that level currently

WHO DO WE NEED TO REACH INTO THE FUTURE

- Those seeking AQTF credit for courses attended
- Not many young workers come to training
- South West Sydney – expand there more actively
- MRC workers are often hard to reach but we seem to be doing well on this
- Very small NGOs – issue of getting away from workplace and part-time work
- There is a divide between sector workers call for training on complex needs work and the funding FWT+DP has for this – is smallest part of our budget