

Appendix two – TFM governance entities

Exhibit 14: Governance entities for the Their Futures Matter reform

Entity	Purpose	Membership	Key responsibilities	Key deliverables
TFM Implementation Board	To implement a statewide approach to service delivery for vulnerable children and families called Their Futures Matter: A new approach.	<p>Chaired by the FACS Secretary.</p> <p>Members: Deputy Secretaries or above from DPC, Treasury, FACS, Health, Education and Justice.</p>	<p>Provide cross-agency government leadership and decision making on the implementation of the reform.</p> <p>Promote a culture of cross-agency collaboration within government, NGOs and the Commonwealth to support implementation of the reform.</p> <p>Allocate and prioritise identified targeted and specialist cross-government expenditure on vulnerable children and families and Keep Them Safe funding.</p> <p>Review and approve budget submissions and updates to Cabinet made by the cross-agency Implementation Unit.</p> <p>Ensure implementation risks are identified, and appropriate control, monitoring and reporting mechanisms are in place.</p> <p>Enable the work of the cross-agency implementation unit in other agencies to achieve the above responsibilities.</p> <p>Enable districts to lead and implement the changes established through the reform.</p> <p>Ensure alignment between agencies with regard to other work impacting the same policy areas or service delivery.</p>	<p>Cross government funding will be aligned for vulnerable children and families.</p> <p>A single commissioning entity will allocate resources based on need.</p> <p>A whole-of-government investment approach will be in place to drive service design and delivery, guiding investment and targeting evidence-based responses to maximise long term system cost effectiveness.</p> <p>Data will identify and prioritise the most vulnerable groups.</p> <p>Child and family centred cohort support packages aligned with commissioning arrangements will be provided to all vulnerable families identified.</p> <p>A redesign of the intake and assessment of vulnerable children and families.</p> <p>An integrated government response to vulnerable people.</p>

Entity	Purpose	Membership	Key responsibilities	Key deliverables
TFM Board Investment Committee	To oversee the identification of current expenditure on services for vulnerable children and families in NSW to inform the development of the investment approach for that cohort.	Chaired by DPC Deputy Secretary for Social Policy. Members: Directors and EDs from DPC, Treasury, FACS, Health, Education, Justice.	Delegated authority from the Board to produce the deliverables (at right). The committee is dissolved on formal acceptance of the deliverables by the Board.	Agreed methodology for identifying current expenditure on vulnerable children and families across government. Final report for the Board detailing services and funds identified, analysis of the strengths and limitations, risks and any mitigation recommended.
Human Services Data Set Governance Advisory Committee	To oversee the governance of the TFM HSDS. It ensures compliance with relevant governance legislation and practices, including audit and testing requirements. The committee also advises on security issues, privacy requirements and ethics processes.	The Data Custodian is the Secretary of the Department of Communities and Justice. Chaired by TFM Unit Director, Investment Modelling, Research and Evaluation. Members include representatives from Communities and Justice, Education, Health, and the Bureau of Crime Statistics and Research.	Monitor and make recommendations to SCIU and the Board Chair on matters of data governance policy and practices. Review SCIU-TFM's data governance framework and policies for the TFM HSDS and recommend to the Board Chair revisions as warranted. Coordinate responses from their respective agencies in relation to reports and other analytic outputs produced from the TFM HSDS and in accordance with the MoU. Provide advice and recommendations to SCIU-TFM and the Board Chair to support decision-making regarding the TFM HSDS. Consider data and research proposal requests involving the TFM HSDS, including requests for Approved Analysts, and advise the Data Custodian of recommended outcomes.	Collaborated with partnering agencies to develop the TFM HSDS. Worked with the NSW Privacy Commissioner to establish specific Public Interest Direction and a Health Public Interest Directions. Commissioned actuarial modelling on the TFM HSDS, published in the Forecasting Future Outcomes - 2018 Insights Report.

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Chief Financial Officer (CFO) Working Group	<p>Ensure that the TFM Board receives timely strategic and technical advice on the financial aspects and implications of TFM.</p> <p>Give agency CFOs clear visibility of, and accountability for, relevant TFM work streams.</p>	<p>Chaired by Health CFO.</p> <p>Members: Executive Director for Education, Family & Communities from Treasury.</p> <p>CFOs from TFM Board agencies: Education, FACS, Health, Justice.</p> <p>Director for FACS and Service Innovation from DPC.</p> <p>Director and ED from TFM Implementation Unit.</p>	<p>Provide cross-agency leadership, advice and recommendations to the Board to support key TFM work streams that interact with cluster budgets.</p> <p>Identify all relevant funding across agencies and assessment for pooling.</p> <p>Establish and implement the TFM budget allocation process for recurrent funding.</p> <p>Ensure appropriate performance monitoring, benefits realisation and value for money in respect of TFM funding decisions.</p> <p>Ensure that any material risks are identified, and responded to with appropriate control, monitoring and reporting mechanisms.</p> <p>Consider business cases for new proposals to improve life outcomes for vulnerable children and families in NSW, and ensure there is no duplication or overlap in business cases or funding requests across clusters.</p> <p>Implement changes necessary to introduce outcomes-based budgeting to TFM.</p> <p>Support and lead stakeholder engagement within agencies to enable the reform.</p>	<p>Identification of total system expenditure on vulnerable children and families.</p> <p>Advice to allocate and prioritise identified cross-government funding for vulnerable children and families.</p> <p>Identify and assess for pooling relevant funding for the reform across agencies, with an ongoing process for progressive pooling of targeted spend in place and adjustments made to fiscal planning accordingly.</p>

Entity	Purpose	Membership	Key responsibilities	Key deliverables
Executive Director (ED) Working Group	<p>Drive implementation of the TFM reform in partner agencies to support the TFM Board. Act with full authority to provide solutions to implementation challenges encountered by TFM's statewide approach to service delivery for vulnerable families.</p>	<p>Chaired by TFM Implementation Unit ED.</p> <p>Members: EDs or equivalent from: Education, FACS, Health, Justice, NSW Data Analytics Centre, Juvenile Justice, NSW Police Force, DPC and Treasury.</p>	<p>Provide effective cross-agency solutions to implementation challenges to ensure the TFM reform is delivered to a high quality and within required timeframes.</p> <p>Work collaboratively to ensure reform implementation avoids duplication of effort and leverages existing services, policies and guidelines as appropriate.</p> <p>Oversee and monitor benefit realisation and outcomes of TFM programs and the reform.</p> <p>Oversee implementation planning, identify implementation risks and put in place appropriate control, monitoring and reporting mechanisms as required.</p> <p>Ensure that Board members have advance visibility of key challenges and risks, and are positioned to make effective, collaborative decisions at Board meetings.</p> <p>Work collaboratively with the Data Committee and CFO Working Group to resolve any data or financial issues where there is overlapping responsibility.</p> <p>Provide advice and direction to the CFO Working Group regarding financial decisions impacting agencies for Board consideration.</p> <p>Support and lead stakeholder engagement within agencies to enable the reform.</p>	<p>Supporting the Board to ensure Cabinet decisions and deliverables relating to the TFM Work Program are implemented in full.</p> <p>Overcoming strategic barriers to ensure the Board completes its deliverables.</p>

Entity	Purpose	Membership	Key responsibilities	Key deliverables
TFM Implementation Unit (renamed Stronger Communities Investment Unit in 2019)	Coordinate and deliver the scope of work detailed in the TFM Implementation Plan approved by Cabinet.	Representatives from all directly involved government agencies.	<p>A resource for the Board to progress tasks.</p> <p>Report directly to the Board for all decisions required in relation to the work plan for implementation of Their Futures Matter with regards to:</p> <ul style="list-style-type: none"> • milestones and deliverables for work streams • implementation of decisions and feedback • communication of decisions and engagement of stakeholders • procurement outcomes • overall governance reporting. 	As for the Board (above).

Source: Department of Communities and Justice.