Family Preservation Scenario Planning and Preparation Matrix

February 2026

This matrix was prepared by Family Preservation peaks ACWA and Fams for a joint session we held to support Family Preservation providers through the coming phases of change as a result of the Family Preservation recommissioning process.

It's intended as a high-level guide to the desired outcomes and activities organisations might consider to ensure localised planning, support families accessing services during the transition, support staff and ensure change management aligns with legislative obligations, and make certain organisations' governance of the change process is fit for purpose.

This matrix was prepared in February 2026 and reflects a point in time view for services in the Families Together and Aboriginal Family Preservation streams, which are currently in phase one: the preparation phase. As the process reaches later phases, more detailed thinking about actions in new phases will be needed. There may be other actions organisations need to undertake in their specific circumstances.

More detailed information on transition is included in DCJs Transitioning to the New Family Preservation System paper (PDF, 525.6 KB).

	Scenario Planning and Preparation Matrix				
	Place focussed planning	**Families**	**Staff**	**Governance**	**New Model Implementation**
Desired Outcomes	• Organisations have clear plans for multiple scenarios in each service footprint, outlining key actions to be taken if services are: o Ceasing service provision o Downsizing o Continuing o Expanding • Organisations fulfill the change management obligations under the Fair Work Act	• Appropriate families are successfully closed, and referred to alternative services where possible • Continuing or transitioning families have a clear case plan • Risks to children are appropriately managed, including ROSH reports if required	• Skilled staff are retained within organisations or within the sector • Staff wishing to transfer to another service are enabled to do so, where possible • Staff have appropriate support and information	• Organisations effectively prepare for change and manage risks • Organisations have financial plans to meet redundancies if required	• Services are provided that are consistent with Family Together and Aboriginal Family Preservation core elements • Staff have the required capabilities • The organisation has clear procedures aligned with the model

	Place focussed planning	Families	Staff	Governance	New Model Implementation
Key activities **Phase 1, Preparation, (November 2025 - March 2026)**	• Place-based scenario planning, considering the potential footprint in each location, based on FT and AFP services being commissioned in their area • Communication with relevant referral pathways and partnerships in local areas • Contingency planning for potential service gaps	• Soon-to-be decommissioned models to frameworks: Enacting plans to meet DCJ capacity targets for each agency in each location • MST-CAN, FFT-CW, and Nabu: Enacting capacity targets according to confirmed future service delivery in each location • Identification of families' risk and need, and intended pathway • Finalisation of case plan activities appropriate to each family • Case closure or handover documents prepared for appropriate families • Considerations for a communication protocol with families and for other services involved • Frequent and transparent conversations with families about their service status • Considerations around continuity of care amidst potential staffing change/disruption	• Agency planning for in preparation for change management processes required under the Fair Work Act • Engaging with ACCOs and other services locally in preparation for discussions about staff transfer • Engaging with the ASU, and ensuring staff are able to meet with delegates as needed • Attending DCJ's Local Transition groups, once active • Communicating with staff regularly, and clarifying their preference if no longer to be employed by the agency • Considerations around change management and wellbeing for frontline staff • Internal retention measures where appropriate/available	• Providing regular briefings to their Board about Service planning, change management implementation, and emerging risks • Maintaining confidentiality as required by DCJ • Review of contract requirements in relation to all scenarios • Complying with Infoshare data requirements • Considerations around long-term management of client records	See Phase 2

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Key activities **Phase 2 Adjustment, (April to June 2026)**	• Confirmation of adjustment plans in line with the known tender outcomes • Engagement and Communication with stakeholders • Change of footprint: Consider early engagement and partnerships with existing service providers	• For soon-to-be decommissioned models to frameworks, adjusting capacity targets informed by confirmed future service delivery, geography, and contract volumes • Further work to finalise family case plans, and refer families to appropriate services • For families that meet eligibility and suitability for continuing services (in limited and exceptional circumstances), confirming the pathway: 1. Transition with current service provider 2. Transition to a new service provider • Finalising all other case plans and transitioning families out of service • Continuing to fulfill mandatory reporting requirements	• Enacting agencies change management plans to fulfill requirements under the Fair Work Act • Attending DCJ's Local Transition groups, once active • Ongoing engagement with the ASU and ensuring staff can meet delegates as needed • Communicating with staff regularly about change management and wellbeing support • Exploring options with ACCOs and upscaling NGOs about transfer options for staff • Developing staffing structures, and planning for recruitment and training needs for the future state • Enacting Internal retention measures where appropriate/available • Planning for offboarding staff where necessary, including redundancy planning	• Attending Local Transition Groups • Engaging with incoming and outgoing providers • Internal governance for example briefing Agency Boards • Developing financial plans to manage redundancy, where necessary • Identifying and managing internal risks • Engaging with peaks to raise strategic risks	• Developing program activities and materials aligned with the new program model • Defining staff capabilities required for implementation, and identifying required training • Updating policies, procedures, and role descriptions