

# Strategic Plan

2022–2026

(reviewed in 2025)

## Our commitment to Aboriginal and Torres Strait Islander children and their families

The QFCC recognises the rich and resilient culture, grounded in strong connection to community, family and Country, that continues to sustain and strengthen Aboriginal and Torres Strait Islander peoples and communities. We are determined to see all children have access to family, community, and culture, with opportunities to develop a strong cultural identity. As an agency, we are committed to embedding culturally safe and responsive service design practices and delivery in our work.



## Our commitment to children's rights

The QFCC is committed to leading a child rights agenda in Queensland and assisting others to integrate a child rights approach in everything they do. We strive to uphold the four core principles of the United Nations Convention on the Rights of the Child:

- non-discrimination
- devotion to the best interests of the child
- the right to life, survival and development
- respect for the views of the child.



## Vision

*Every Queensland child is loved, respected and has their rights upheld*

## Purpose

*To influence change that improves the safety and wellbeing of Queensland's children and their families*

## Our values

Respectful and inclusive

Collaborative

Objective and courageous

Excellence

## The agency supports the Government's objectives for the community



### Safety where you live

Making Queensland safer with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.

## Our opportunities

- Extend our capability and influence to provide stronger oversight over the systems responsible for the safety and wellbeing of our most vulnerable children and young people
- Expand engagement with young Queenslanders from all backgrounds and geographical locations to further inform decisions impacting their lives
- Reaffirm the role and responsibilities of family, community, government and service providers in protecting children's rights
- Strengthen the QFCC's role as a source of advice and expertise on issues impacting the rights, safety and wellbeing of children and young people
- Engage with non-government service providers to enhance our oversight of the child and family support system.

## Our risks

- An inability to source high-quality data outcomes reduces our capacity to effectively monitor the impact the child and family support system is having. This can restrict our ability to drive improvements and build a culture of accountability
- Failure to include the voices of young Queenslanders in our decisions will diminish our ability to influence change
- Ineffective partnering with stakeholders will limit opportunities to facilitate sustainable system change.



# Queensland Family and Child Commission

## Strategic Plan 2022–2026 *(reviewed in 2025)*

### Objectives

Ensure systems are accountable for the impact they have on children and families



Raise awareness and advocate for children and their families



Empower children and their families to influence decisions that affect their lives



Support, connect and collaborate with organisations that advance the rights, safety and wellbeing of children



Build our capacity, capability and culture to achieve our vision



- Identify and monitor emerging trends and issues through analysis, evaluation, audit and review.
- Publish an oversight forward work plan to ensure transparency around our work.
- Provide high-quality advice about improving the performance of the systems impacting children, young people and their families.
- Monitor the implementation of reforms, recommendations and government initiatives.



Conduct systemic reviews to increase our understanding of the dynamics and drivers of over-representation of Aboriginal and Torres Strait Islander children in statutory systems and recommend Aboriginal and Torres Strait Islander led solutions.



Regularly monitor and report on children's equitable enjoyment of their rights across Queensland.

- Gather insights and use evidence to form proactive positions and engage in social policy discussions across government.
- Use diverse methods to effectively communicate the issues impacting on children to government, other agencies and the community.
- Provide independent, accurate and actionable intelligence to Queensland's parliament and government decision makers.
- Provide leadership, information and resources to guide and support organisations and the community.



Advocate to ensure the experiences of Aboriginal and Torres Strait Islander children are free of systemic racism.

Promote the strengths of Aboriginal and Torres Strait Islander families, communities and community-controlled organisations and advocate for their full participation and control in decisions – to ensure the best interests of every child are met.



Increase the awareness of the rights of children, and the responsibility of everyone to protect those rights.

- Amplify the perspectives and lived experience of Queensland children and their families, especially those experiencing inequity, vulnerability or marginalisation.
- Provide children and families with meaningful opportunities to influence systemic change and advocate for action.
- Assist others to build their capability to consult with, and act on the views and experiences of, children.
- Increase engagement by using the communication approaches children and their families prefer.
- Actively celebrate and promote the achievements and contributions of young Queenslanders and their families.



Highlight the voices, experiences and stories of Aboriginal and Torres Strait Islander children and families as part of our business-as-usual approach.



Highlight the voices, experiences and stories of children and families whose rights have been breached.

- Extend our visibility and influence to shape child-related laws, policies, programs and systems.
- Drive collaboration and coordination by bringing stakeholders together, and co-designing shared approaches.
- Engage with service providers and community groups to enhance our understanding, oversight and influence.
- Publish an advocacy agenda that engages partners in our work, in order to deliver shared goals.



Consult with the appropriate cultural authority, at each stage of research, development and production, when engaging with Aboriginal and Torres Strait Islander children, young people and families.



Build a culture of everyday accountability for the rights of children and young people across government portfolios.

Translate child rights principles into practice guidance for other organisations.

- Invest in the development, wellbeing and capability of our staff.
- Continuously improve our organisational governance, systems, structures and processes.
- Implement a strategic workforce plan that enables us to attract, retain and develop a skilled, diverse and inclusive workforce that is reflective of the community we serve.
- Integrate our operations to improve efficiency and streamline practices.
- Enhance our internal and external communication to ensure we consistently and comprehensively share our achievements and demonstrate our value.



Actively seek to increase our Aboriginal and Torres Strait Islander workforce across all functional areas.

Strengthen our organisational culture by embedding approaches that help staff partner with, and respond to the views and voices of, Aboriginal and Torres Strait Islander peoples.



Build expertise in child rights through our recruitment, orientation, development and training practices.

Provide leadership in rights affirming practice and adherence to our obligations under the *Queensland Human Rights Act 2019*.

We will know we have successfully achieved this objective when QFCC products create the impetus for change. We will know we are on the right track when partners engage in the design and delivery of our review processes and when we are invited to assist with the implementation of our system-focused recommendations.

We will know we have successfully achieved this objective when government seeks our advice, we are actively engaged in social policy design, and our advocacy leads to sustained improvements.

We will know we have successfully achieved this objective when the system actively engages with children and families as decision makers and considers their rights and interests in a systemic way, and when children and young people are given opportunities to influence key decision makers on the effectiveness of systems in protecting and promoting their rights, interests and needs.

We will know we have successfully achieved this objective when:

- Agencies and entities with an interest in the safety and wellbeing of children work together to deliver improved outcomes
- Relevant agencies proactively contribute to how reviews are scoped and our recommendations are drafted
- Community reference groups provide advice and local solutions to issues relating to child safety and wellbeing.

We will know we have successfully achieved this objective when we are an employer of choice with a healthy, engaged and empowered workforce that is skilled and accountable for the delivery of key functions and values the lived experience of individuals. We will be informed by external reviews of our performance, and proactively contribute to the monitoring and oversight functions that apply to us.

### Strategies

### Indicators

