

# 2016–17 Strengthening our sector FIRST ACTION PLAN



## Strengthening our sector strategy

The Queensland Government is committed to the implementation of the child protection and family support reform program, designed to keep children safe and support families to reach their full potential. The Queensland Family and Child Commission (QFCC) was asked to lead our sector in identifying priorities to build upon our sector’s existing strengths and respond to the transformational change required to meet the reform priorities.

Using a range of engagement strategies, the QFCC worked with key sector stakeholders to build the *Strengthening our sector* strategy 2016–19 (the strategy) by bringing together people, organisations and the service system. The strategy seeks to strengthen the capacity and capability of our sector, and build a positive and collaborative culture across child and family practice.

To support the strategy, and deliver on its outcome areas, a series of initiatives and programs will be implemented across three annual action plans. The initiatives and programs will be developed responding to the strategy’s four outcome areas:

- Strengthen our workforce
- Strengthen our organisations
- Strengthen our professional practice culture
- Harness the strengths of Aboriginal and Torres Strait Islander people, organisations and communities.

## Action plans

What we know is that staged implementation of actions will be necessary to provide opportunities to pilot programs and initiatives, to learn and adapt to changing circumstances, and provide flexibility to allow both system wide initiatives and place based responses to be supported.

A series of three annual action plans will support the strategy’s implementation, enabling the QFCC to coordinate streams of activity with key stakeholder partners, networks of professionals and service providers, and where appropriate be informed by community priorities.

The strategy and action plans are designed to build on achievements and will be monitored and evaluated as the work progresses. In such a complex reform period across the community services sector, it will be important that each action plan allows for flexible and agile responses to emerging priorities.

## The first action plan 2016–17

This first action plan focuses on building foundations to strengthen the capacity and capability of the child and family support sector and establish a positive culture in the way we work to support children and families. The priority action areas include:

- harnessing pathways for entry to our sector
- supporting whole of community participation to identify local priorities and solutions
- strengthening systemic supports for our workforce
- building shared knowledge and capacity across our sector, and
- creating an environment for organisations to flourish.

It is anticipated that as the priorities under the first action plan are implemented, some changes may be required to respond to sector and community feedback. The QFCC will work with sector partners to share the responsibility for the realisation of initiatives and actions under the plan.

## Making it happen

This action plan sets the foundations for the strategy. To achieve success there must be participation and a sense of ownership from across our sector.

Actions under the first action plan will be coordinated by the QFCC. Leadership for each priority area will be determined in consultation with key stakeholders including peak and industry bodies, non-government organisations and Queensland Government agencies.

## Staying connected

The QFCC will monitor the implementation of this action plan and progress towards achieving the strategy outcomes. Progress updates will be available via the QFCC website [www.qfcc.qld.gov.au](http://www.qfcc.qld.gov.au).

If you would like to know more about the first action plan of the *Strengthening our sector* strategy, please email [sectordevelopment@qfcc.qld.gov.au](mailto:sectordevelopment@qfcc.qld.gov.au).

# FIRST ACTION PLAN Strengthening our sector

2016–17

## How does the action plan work?

The following table details specific actions under key priority areas and aligns the actions with each of the strategy's supporting outcomes.

### Table legend

- **Outcome 1:** Strengthen our workforce
- **Outcome 2:** Strengthen our organisations
- **Outcome 3:** Strengthen our professional practice culture
- **Outcome 4:** Harness the strengths of Aboriginal and Torres Strait Islander people, organisations and community

ACTIONS		Supporting outcome
<b>1 Harnessing pathways for entry to our sector</b>		
1.1	Work with relevant stakeholders to develop and progress employment entry pathway programs into our sector for Aboriginal and Torres Strait Islander people.	<span style="color: blue;">●</span> <span style="color: teal;">●</span>
1.2	Work with relevant stakeholders to develop options for an employment entry pathway program into our sector for young people with lived experience of out-of-home care to support them into employment and training.	<span style="color: blue;">●</span> <span style="color: teal;">●</span>
<b>2 Supporting whole of community participation to identify local priorities and solutions</b>		
2.1	Work alongside community stakeholders and service providers to jointly identify local solutions to building capacity, capability and a positive professional culture across targeted locations.	<span style="color: blue;">●</span> <span style="color: purple;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
<b>3 Strengthening systemic supports for our workforce</b>		
3.1	Commence the development of a career and capability framework in consultation with key sector stakeholders that will inform future sector efforts to attract, retain, and develop its workforce, provide career pathways, and promote itself as an attractive career option.	<span style="color: blue;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
3.2	Share findings and sector learnings from the 2016 <i>Your Workforce, Your Future: Profiling Queensland's child protection and family support workforce</i> survey with our sector.	<span style="color: blue;">●</span> <span style="color: purple;">●</span>
3.3	Advocate for changes that will reduce systemic barriers to Aboriginal and Torres Strait Islander people obtaining a blue card and gaining employment in child and family support.	<span style="color: blue;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
3.4	Consult with relevant stakeholders and explore options for senior practitioner models in non-government organisations.	<span style="color: blue;">●</span> <span style="color: teal;">●</span>
3.5	Work with cross-sector leaders to develop a leadership commitment statement that sets out expectations about the way our sector will work both individually and together in delivering effective and coordinated services to children, young people and their families.	<span style="color: blue;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
3.6	Work with cross-sector representatives to facilitate the development of shared principles, language and benchmarks for cultural change and promote and showcase across our sector.	<span style="color: blue;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
<b>4 Building shared knowledge and capacity across our sector</b>		
4.1	Work with professionals in a local area to facilitate the development of shared training and development initiatives.	<span style="color: blue;">●</span> <span style="color: orange;">●</span> <span style="color: teal;">●</span>
4.2	Support the development and implementation of a cultural capability program for child and family stakeholders to improve shared cultural understanding and deliver services in a culturally respectful and appropriate manner.	<span style="color: blue;">●</span> <span style="color: purple;">●</span> <span style="color: teal;">●</span>
4.3	Facilitate joint training initiatives and access to resources to support professional behaviour change relating to information sharing, mandatory reporting and absent and missing children in residential care.	<span style="color: blue;">●</span> <span style="color: orange;">●</span>
4.4	Host sector learning forums to promote shared learning, enhance shared practice knowledge and foster the development of positive relationships.	<span style="color: orange;">●</span>
<b>5 Creating an environment for organisations to flourish</b>		
5.1	Scope an industry development approach that responds to non-government organisations strategic business development needs to improve sustainability in our sector.	<span style="color: purple;">●</span> <span style="color: teal;">●</span>
5.2	Work with relevant stakeholders to develop a shared understanding of capacity building priorities for community controlled organisations.	<span style="color: purple;">●</span> <span style="color: teal;">●</span>
5.3	Showcase best practice industry partnerships that are improving organisations ability to support children and families.	<span style="color: purple;">●</span> <span style="color: teal;">●</span>