



SECOND ACTION PLAN

Strengthening our sector

2017–19

Queensland
Family & Child
Commission

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Queensland
Government

Strengthening our sector strategy

The Queensland Government is committed to the child protection and family support reform program, designed to keep children safe and support families to reach their full potential. The QFCC has worked with key sector stakeholders to build the *Strengthening our sector strategy 2016–19* which seeks to strengthen the capacity and capability of our sector, and build a positive and collaborative culture across child and family practice. Initiatives under the strategy respond to four outcome areas:

- strengthen our workforce—enhance the ability of our sector workforce to meet the needs of children and families
- strengthen our organisations—enhance organisational capabilities and strengthen sector relationships
- strengthen our professional culture—build a proactive and positive culture in the way we work to support children and families
- harness the strengths of Aboriginal and Torres Strait Islander peoples, organisations and communities.

Keeping children *more than safe* is one of the most important jobs there is. Vulnerable children and families need to be able to access quality services when and where they need them, in the way they want to access them and with respect for their family circumstances and culture.

A sector development approach focuses on supporting the workforce and organisations in the child and family support sector to deliver these quality services. Successful workforce and organisational development underpins the growth of a sustainable and responsive service system which contributes to

children, families and communities being cared for, protected, safe and able to reach their full potential.

Achievements of the First action plan 2016–17

The *First action plan* focused on building the foundations for successful sector development by:

- establishing baseline evidence for the workforce profile and organisational performance
- developing tools and frameworks for building workforce capability, organisational business maturity and industry excellence
- listening to and working with Aboriginal and Torres Strait Islander peoples and organisations to create local responses to community needs
- encouraging shared responsibility, shared ownership of change and shared knowledge
- testing anecdotal advice from the sector about workforce and organisational issues
- creating a strong network of connections across a wide range of individuals and organisations focused on industry-led actions for developing the sector.

The Second action plan 2017–19

In order to foster a deeper level of partnership in the sector and to ensure the best success of actions in the plan, we have created a two-year *Second action plan*. This builds on the achievements and learnings of the *First action plan* and focuses on:

- profiling best practice for capability and capacity development
- leading collaboration across the sector to develop programs, frameworks and tools to support positive change

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. If you would like to know more about the *Second action plan*, please email sectordevelopment@qfcc.qld.gov.au.

The strategy's guiding principles have informed the way we implement the following:

- building relationships through extensive contact with stakeholders, creating a foundation of trust and honest exchange of ideas and insights
- building shared and public ownership for outputs, encouraging joint responsibility for success and responding positively to failure
- working alongside our sector partners in an iterative and flexible way, rather than 'doing to' the sector
- planning projects to enable flexible responses to emerging priorities, particularly given the complex reform environment.

Implementation model

identifying future priorities to continuously drive sector improvements that lead to positive outcomes for children and families.

The *Second action plan* also reflects the QFCC's responsibilities under key reform agendas, such as:

- *Our Way strategy (2017-37)* and *Changing Tracks* action plan (2017-19)
- *Partnering for the future: advancing Queensland's community services industry 2017-25* and *action plan 2017-18*.

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How does the action plan work?

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

Table legend



Action contributes to **Outcome 4: Harness the strengths of Aboriginal and Torres Strait Islander peoples, organisations and communities.**

ACTIONS		Supports Outcome 4
Outcome 1: Strengthen our workforce		
Career promotion strategy	<p>The Queensland Family and Child Commission will support positive promotion of careers in the child and family support sector specifically aimed at:</p> <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander peoples young people with lived experience of out-of-home care. <p>This will involve unique messaging and targeted delivery strategies for both job seekers and employers in the sector.</p>	
Minimum qualifications	<p>The QFCC will work with the Department of Child Safety, Youth and Women and PeakCare to support and inform the implementation of minimum qualifications for the residential care workforce.</p>	
Career and capability framework	<p>The QFCC will complete the <i>Career and capability framework</i> by:</p> <ul style="list-style-type: none"> developing an implementation guide and communication strategy to support frontline and operations management frameworks developing a cultural workforce framework to recognise and articulate cultural knowledge and strengthen cultural proficiency in the sector. 	
Cultural capability	<p>The QFCC will partner with the Health and Community Services Workforce Council to support organisational and regional level workforce development within an Aboriginal and Torres Strait Islander cultural context.</p>	
Outcome 2: Strengthen our organisations		
Supporting successful Community Controlled Organisations	<p>The QFCC will gather evidence and build trust and agreement across government and non-government stakeholders to design a more collective, evidence-informed, systemic and success-oriented approach to capacity building.</p>	
Capacity building investment analysis	<p>The QFCC will analyse current investment in sector capacity and workforce capability to inform future investment to build the child and family sector and highlight its commitment to <i>Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families 2017-19</i>. This will also inform the Supporting successful Community Controlled Organisations project above.</p>	
Industry development agenda	<p>The QFCC will partner with the Community Services Industry Alliance to implement the industry development agenda that builds on the evidence base of the <i>Laying Foundations</i> report including:</p> <ul style="list-style-type: none"> ongoing evidence collection to measure performance and inform business planning workforce supply and capability development establish excellence frameworks that move beyond sector compliance, beginning with the development of an industry-led excellence framework to provide guidance to the sector on creating child safe organisations. 	
Outcome 3: Strengthen our professional culture		
More than safe	<p>The QFCC will encourage leaders, organisations and practitioners to work together so that children, families and communities are cared for, protected, safe and able to reach their full potential. This action will include developing benchmarks for cultural change across the sector and building collective responsibility for positive cultural change.</p>	
Place based projects	<p>The QFCC will continue to partner with the Queensland Council of Social Service to support place based responses to refine models and embed local strategies for strengthening capability, capacity and culture across the child and family support sector.</p>	
Resources for professionals	<p>Following a roll out of a suite of professional resources and online training materials, the QFCC will consider the need for culturally responsive information resources about the child protection and family support system, to encourage appropriate professional reporting and referral behaviours.</p>	
Leadership forums	<p>The QFCC will collaborate with sector partners to jointly develop and host leadership forums that:</p> <ul style="list-style-type: none"> connect the sector and promote shared learning and knowledge about key <i>Strengthening our sector</i> priorities foster the development of positive relationships across the child and family support sector. <p>Where appropriate, the QFCC will also sponsor and collaborate on key sector partner events.</p>	