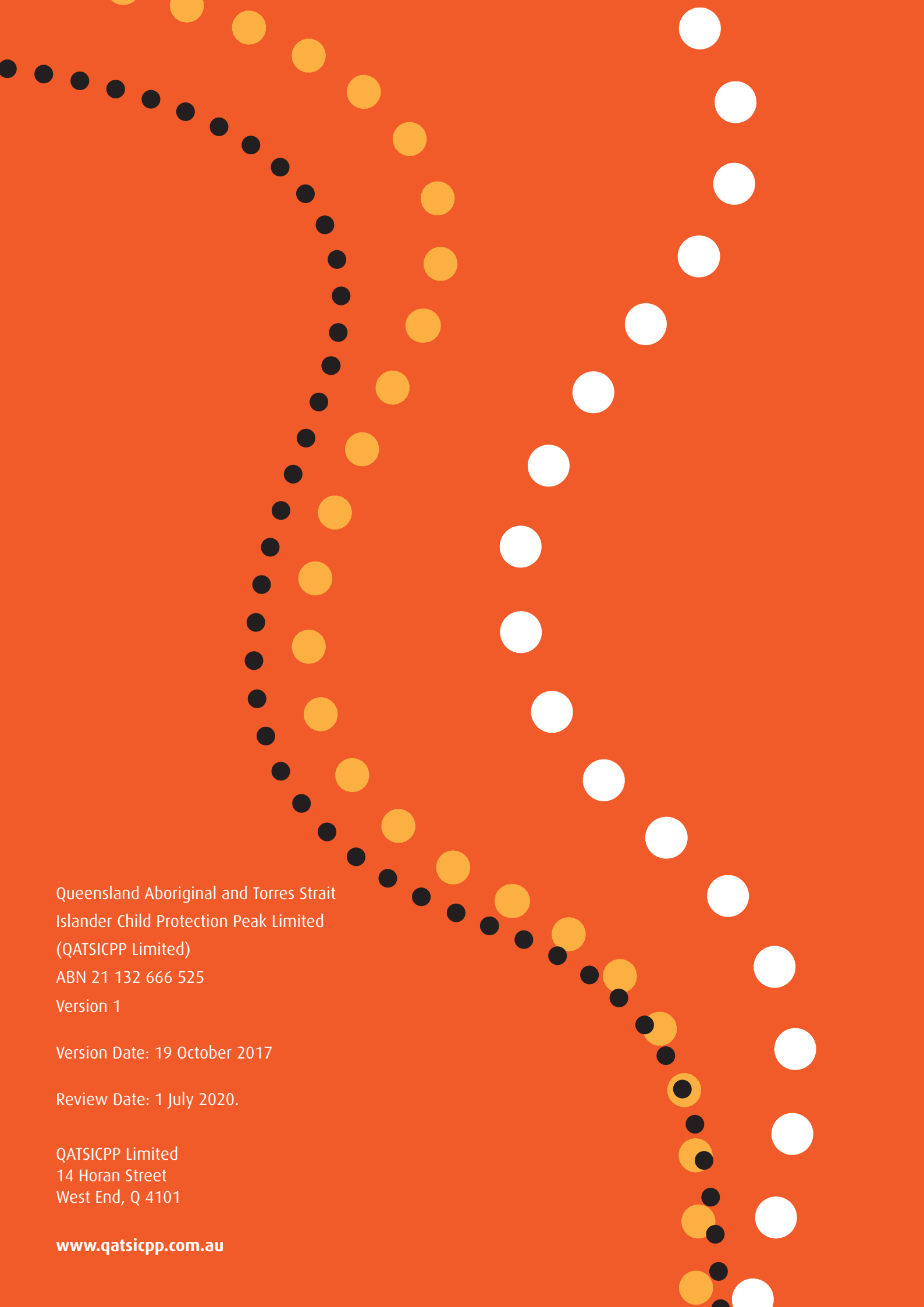




ChildProtectionPeak

Strategic Plan 2017-2020

Queensland Aboriginal and Torres Strait
Islander Child Protection Peak Limited
(QATSI CPP Ltd)



Queensland Aboriginal and Torres Strait
Islander Child Protection Peak Limited
(QATSICPP Limited)

ABN 21 132 666 525

Version 1

Version Date: 19 October 2017

Review Date: 1 July 2020.

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ChildProtectionPeak

Strategic Plan 2017 - 2018

Foreword

This Strategic Plan has been prepared for the planning triennium of 2017-2020, to guide and inform strategic and operational level action for the Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP).

Our mandate and operations are guided by a commitment to the wellbeing, safety and rights of Aboriginal and Torres Strait Islander children, young people and families. This strategic plan builds and extends on the last three years of planning and action, to identify and reaffirm new and ongoing priorities and strategies, in line with the strategic Purpose, Vision and Principles of the organisation.

In moving into the next planning and activity triennium, QATSICPP will build upon the strategic priorities, identified in the 2015-2017 Strategic Plan as they retain validity in our current strategic and operational context. In an environment of significant child protection system reform, it is imperative that we continue to influence and capitalise upon a progressive reform agenda and opportunities for achieving transformational change.

Analysis undertaken by our Board of Directors, staff and sector representatives as part of the strategic planning process has enabled a clear understanding of our capacity for influence and impact to emerge. The process and the significant contributions of our Board, member representatives and QATSICPP staff provided an opportunity to establish strategic directions and priorities that will advance the organisation and optimise opportunities to achieve meaningful, positive changes for the sector, in the interests of our children, families and communities.

While we have acknowledged that continuation of a number of strategic priorities from the previous plan are necessary, there was a clear consensus amongst QATSICPP Board and member representatives that we must depart from conceptualising these areas of focus within a deficit paradigm. We must assume a position of strength and a commitment to the pursuit of excellence, and importantly, maintain our independence and safeguard our organisation from bureaucratisation.

The following focus areas are identified as implicit to supporting the purpose and directives of the organisation:



Each focus area is underpinned by strategic priorities and supporting strategies that will direct and inform QATSICPP's operational work programs. Mapped focus areas and their underpinning strategies correlate and align to the scope and delineation of QATSICPP's organisational core functions and key activity areas, providing a clear and evidenced-based blueprint against which to plan, undertake and monitor key actions and measures.

1. Who We Are

The Queensland Aboriginal and Torres Strait Islander Child Protection Peak is the peak body representing, advocating and supporting the Aboriginal and Torres Strait Islander child protection and family support services sector in Queensland.

QATSICPP Ltd is a public company limited by guarantee and was formally established in August 2008. We are a community controlled, not-for-profit organisation that is governed by a Board of elected Regional Directors; and that is committed to building effective partnerships and strategic collaborations to develop policies, strategies and implementation of child protection services that are reflective of the needs, views and experiences of Aboriginal and Torres Strait Islander children, young people and their families.

QATSICPP has a membership made up of 27 Aboriginal and Torres Strait Islander community controlled agencies that provide services that promote the safety and wellbeing of Aboriginal and Torres Strait Islander children, families and communities.

QATSICPP represents its members nationally through its affiliation and membership on the Board of the Secretariat of National Aboriginal and Islander Child Care (SNAICC).

2. Our Purpose

The principal purpose of the Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP) is to above all, promote and advocate the rights, safety and wellbeing of Aboriginal and Torres Strait Islander children, young people and their families, through effective partnerships and strategic collaborations. We provide leadership in advocacy and the development of policies, strategies and programs to resource, support and strengthen the capacity and capability of Aboriginal and Torres Strait Islander community controlled child protection agencies in the interests of our children, families and communities.

3. Our Vision

All Aboriginal and Torres Strait Islander children and young people are physically, emotionally and spiritually strong, live in a safe, caring and nurturing environment within their own families and communities, and are afforded the same life opportunities available to other children and young people to achieve their full potential.

4. Principles

The following principles underpin QATSICPP's work with Aboriginal and Torres Strait Islander Agencies. The principles reflect a commitment to maintaining the culture and traditions of Aboriginal and Torres Strait Islander peoples.

The immediate and ongoing safety and the wellbeing of children and young people is paramount in any decisions and actions about their protection and care.

The protection and care of children and young people is best secured within their own families, community and culture.

Parents, families and communities are best placed to protect and care for children when they themselves are physically, emotionally and spiritually strong.

Families and communities need to be resourced and strengthened in culturally appropriate ways to better support parents' care of their children.

The underlying historical and systematic factors impacting on parents, families and communities must be acknowledged when thinking about the causes of, and response to, child abuse and neglect.

Where parents are unable to provide safe care of their children, the Aboriginal Child Placement Principle enables appropriate decisions and actions to be taken that secure children's safety and provide appropriate care and support.

● cultural expertise of Aboriginal and
● Torres Strait Islander peoples and
● communities must be understood,
● acknowledged and reflected in policy,
● legislation, service delivery and practice
● frameworks to ensure the safety and
● wellbeing of children and young people, and
● to strengthen families and communities.

5. Current and Future Position

QATSICPP's current strength of position is underpinned by:

Enduring commitment to the core principles, values and purpose of the organisation.

Our independence and strength of voice and expertise, including across evidence-based advocacy and collective decisions and analysis.

Strength of relationships with communities.

Strength of relationships with the Government Departments at both a State and Commonwealth level, Peak Bodies and other stakeholders.

Ability to establish and maintain strategic partnerships.

Experienced and strong staff and secretariat.

In moving into the 2017-2020 planning period, QATSICPP is in a strengths-based and capable position, to continue to drive collaborative, self-determined and representative change and improvement measures, that support and promote multi-level benefits across practice, policy and legislative levels. The financial aspects of the Company are sound and there is a foundation of experience, expertise and knowledge, to effectively support, and drive action and change to meet our current and future targets.

Targets that both parallel and inform this strategic plan have been identified, that are dually implicit to the sustainability, quality, efficacy and impact of our current and future core functions. The adjacent matrix summarises mapped priorities that represent short, medium and long-term targets; disaggregated by respective activity areas. Outcomes are derived from the Company's latest SWOT analysis for this planning period.

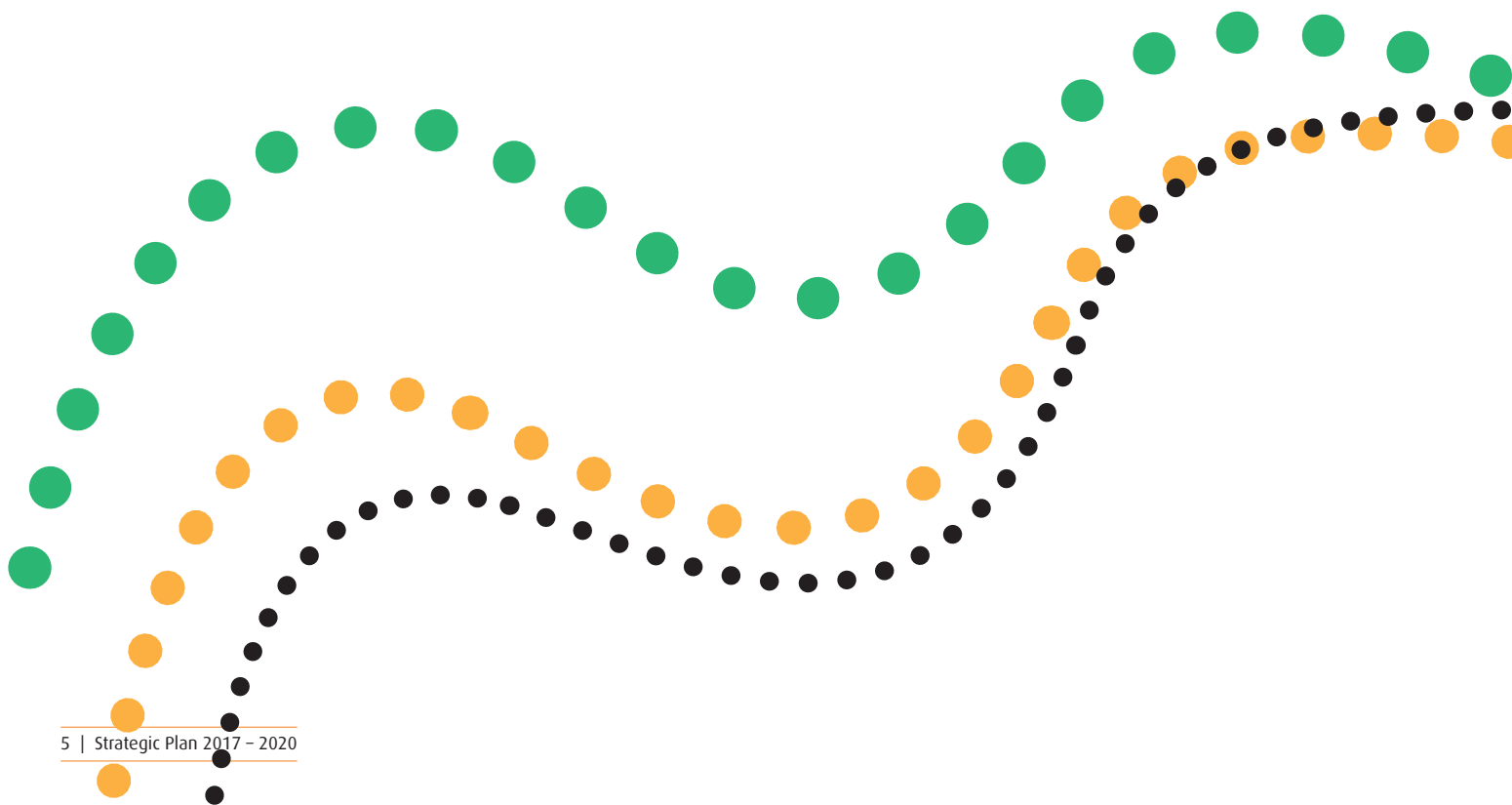


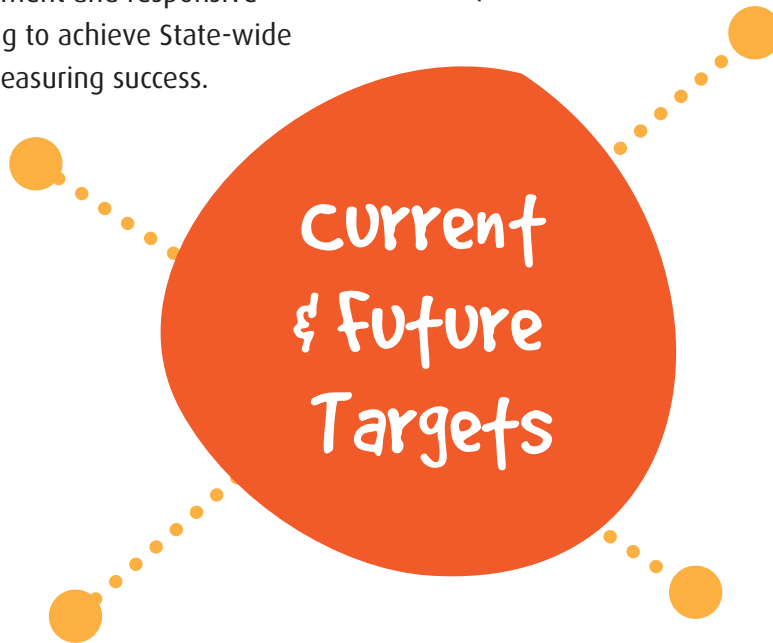
Figure 1. Current and future targets by activity area

Governance & Leadership

- Governance reform and enhancement, including via introduction of a skills-based structure to the regionally representative board structure.
- Concurrent mapping & analysis of skill and input requirements.
- Member engagement and responsive support, including to achieve State-wide consistency in measuring success.

Relationships with Government

- Continue to clarify and affirm QATSICPP's role and relationship to government, and the positions and priorities that we represent.
- Engagement and liaison around increased resource and funding opportunities, that support applied change and improvement across policy and practice levels.



Current
& Future
Targets

Relationships with Communities & Promoting Member Organisation Capacity

- Ensure the capacity, resources and financial capacities of the organisation to undertake and achieve our key portfolios, including community engagement, policy and communications support.
- Ensure active, reciprocal communication lines between QATSICPP and local services and communities.
- Actively engage and communicate on the purpose and role of QATSICPP, including support capacities.

Definitions & Measurement of Success

- Work in direct partnership with communities to define 'success', 'kinship', 'professional' and 'practice', and ensure that these understandings are based on cultural values; and ultimately achieve their recognition in policy and practice.
- Develop and appropriate and defined indicator set for consistent, State-wide application; that is inclusive of social, emotional and physical wellbeing outcomes and cross-sector service contributions.

6. Strategic Priorities

6.1 Focus Areas

Our aims for the 2017-2020 period, and by each strategic focus area are as follows:



The focus going forward is on pursuing practice and sector excellence, including as part of early intervention, prevention and universal service approaches, and identifying emerging best practice, to create a culture of evaluation and establish an evidence base for practice that is sector specific.

Multi-level action requires multi-level partnerships – with a key focus being on working effectively and closely through our communities and Member networks – as well as in direct liaison to government, other community controlled and mainstream services, to support and achieve collective accountability and commitment to best practice standards, including consistent use of comprehensive indicator frameworks for social, emotional and physical wellbeing.

The voice and cultural continuity of Aboriginal and Torres Strait Islander children and families must be central to the work of the organisation. This includes adhering to the rights of Aboriginal and Torres Strait Islander people to participate in decisions that impact upon their lives. This must be observed in QATSICPP’s operations, particularly in the exercise of influence and provision of advice across the areas of legislation, policy, practice and program development; and enabled and promoted through community-led approaches.

QATSICPP must provide sectoral leadership, grounded in culture and supported by established and recognised expertise in the child protection field. QATSICPP must ensure that we remain a self determining organisation and that our advocacy platform is rights based and reflects the priorities and aspirations of our people. Continuing to enhance and develop the independent authority of the organisation and our sector to shape its own narrative is a key target, with measures including achieving data sovereignty, defining what success looks like and developing our own processes for measurement and monitoring.

6.2 Priorities by Focus Area

Focus Area:

1. Sector & Practice Excellence

Priorities

- 1.1 Actively support, promote and lead sector and practice excellence, through targeted, responsive member support and capability strengthening functions.
.....
- 1.2 Develop an evidence based outcomes framework measuring the indicators of wellbeing for Aboriginal and Torres Strait Islander children and families, across the service continuum.
.....
- 1.3 Concurrent development and implementation of QATSICPP 'Practice Standards', to be informed and based on evidence, and to apply across community controlled, mainstream and government service settings.
.....
- 1.4 Prevention and early intervention approaches are promoted and further developed, to be embedded in frontline community controlled service structures; with integrated links to other providers for universal access models.
.....
- 1.5 Develop appropriate processes and mechanisms to identify emerging best practice and actively contribute to the development of an evidence base of best practice in the design, development and delivery of services by community controlled organisations.
.....



Strategies for Success

- Lead by example as an accountable, well governed and representative community controlled organisation.
- Deliver targeted, responsive local support and capability strengthening, that works with the existing strengths and capabilities of our members and their communities.
- Ensure reciprocal, open lines of communication, exchange and engagement between QATSICPP and our members and communities.
- Support the continual strengthening and growth of local, frontline workforces, utilising approaches and models that recognise and incorporate Aboriginal and Torres Strait Islander knowledge, expertise and culture.
- Work in direct liaison with members and communities to develop a comprehensive indicator framework that effectively, and appropriately captures wellbeing outcomes of Aboriginal and Torres Strait Islander children and families, across the child protection continuum; for consistent embedment and use across the State.
- Work in consort with communities to develop evidence informed and culturally representative Practice Standards, and to apply across community controlled, mainstream and government sectors.
- Advocate and actively support bolstering of frontline preventative and early intervention child and family services, including through integrated, universal service approaches that are community led and initiated; and which maximize accountability and contributions across community controlled and partner agencies.

Priorities by Focus Area

Focus Area:

2. Partnerships & Accountability

Priorities

2.1 Broader initiatives and partnerships should be encouraged and nurtured within the Aboriginal and Torres Strait Islander community controlled sectors, inclusive of all areas, i.e. health, legal, education, disabilities.

2.2 Promote, support and participate in innovative, locally responsive partnerships that are community-led and solutions driven.

2.3 Developmental milestones need to be based on Aboriginal and Torres Strait Islander values and culture, and included, recognised and reported against by government, community controlled services and large not-for-profit providers.

2.4 Greater accountability is needed of the large not-for-profit organisations for their cultural capability, including what basis and framework they have to measure their abilities to look after Aboriginal and Torres Strait Islander children.

2.5 The Aboriginal and Torres Strait Islander Child Placement Principle, (ATSICPP) inclusive of 5 constituent elements, must be implemented, adhered to, and independently monitored, across all system elements; Legislation, Policy, Programs, Practice and Process.

The ATSICPP aims to:

- ensure an understanding that culture underpins and is integral to safety and wellbeing for Aboriginal and Torres Strait Islander children is embedded in policy and practice;
- recognise and protect the rights of Aboriginal and Torres Strait Islander children, family members and communities in child welfare matters;
- increase the level of self-determination of Aboriginal and Torres Strait Islander people in child welfare matters; and
- reduce the over-representation of Aboriginal and Torres Strait Islander children in child protection and out-of-home care systems.

2.6 Identify and activate strategic partnerships, to broaden the organisations capacity to influence and impact beyond the child protection system



Strategies for Success

- Maintain, develop and expand cross-sector partnerships with frontline community controlled services spanning the breadth of interrelated service areas (i.e. health, justice, education, disabilities), as well as where relevant, working in conjunction with mainstream and government service providers; to support better integrated and earlier access to services; as well as to promote cross-sector accountability and contribution to the safety and wellbeing outcomes of Aboriginal and Torres Strait Islander children, young people and families.
.....
- Continue QATSICPP's contribution to and participation in SNAICC as the national body.
.....
- Continue participation on committees and working groups of child protection partners, in line with the priorities, vision and purpose of the organisation.
.....
- Continue leadership of and promote sector and stakeholder support of the 'Family Matters' campaign.
.....
- Develop a key indicator framework for Aboriginal and Torres Strait Islander developmental milestones that reflects cultural aspects and experiences, and which is to be applied across community, mainstream and government settings to increase accountability to our children and families.
.....
- Maintain and develop dialogue and relationships with other key Government Departments and Ministers, including promotion of and participation in mechanisms that enable the voice and representation of the sector and our communities, and importantly, young people.
.....
- Ensure the financial stability and sustainability of the Company, including through government contracts
Undertake activities to raise the profile for Aboriginal and Torres Strait Islander agencies and showcase their work.
.....

Priorities by Focus Area

Focus Area:

3. Voice & representation

Priorities

- 3.1 Definitions of 'success', 'professional workforce', and 'practice' are defined and informed by Aboriginal and Torres Strait Islander knowledge and cultural systems and direct input from children, families and frontline Aboriginal and Torres Strait Islander family support and child protection agencies; and recognised as such at policy and practice levels
- 3.2 Recognised and advocated best practice should include the Aboriginal Community Controlled definition and standards
- 3.3 Empower Aboriginal and Torres Strait Islander children to use their voices to demonstrate their potential and leadership
- 3.4 Work with members to achieve data sovereignty through regionally consistent provision of outcome measurements, and also over time, collect, control and manage the data the Department currently collects
- 3.5 Ensure the voices and aspirations of our children and young people are heard and honored in the work of the organisation.



Strategies for Success

- Actively facilitate and support the input and leadership of Aboriginal and Torres Strait Islander services, children, young people and families at practice and policy levels, through targeted initiatives that increase and advocate the voice and representation of our communities.
- Facilitate and promote information exchange and knowledge sharing opportunities, including identification and promotion of best practice, service innovation and integrated care models.
- Work with our members and communities to receive direct input and contribution to culturally relevant and informed definitions of what constitutes 'success', a 'professional workforce', and 'best practice', including corresponding measurement and indicator frameworks.
- Develop and embed state-wide, and regionally consistent monitoring and reporting processes, using a standardised, culturally reflective indicator framework; to improve the quality, consistency and availability of data sets; that also contribute to building the sector's data sovereignty and decision-making authority.
- Undertake evidence and knowledge translation to promote and advocate best practice and innovative examples of sector efficiencies, including universal service approaches.
- Maintain and operate clear communication and information exchange processes between QATSICPP, members and communities; including readily available pathways to receive local feedback and input.
- Support and provide tangible opportunities for local input, including through forums and events, and partner approaches to research and evaluation.
- Establish and publish evidence based policy statements that assert the sector's position across key policy areas that impact, most profoundly upon our children, families and communities. Our positions must be firm, unambiguous and consistent with our principles and values.
- Actively promote the visibility and purpose of QATSICPP and the role and work of our members.

Priorities by Focus Area

Focus Area:

4. Cultural Leadership & Independent Authority

Priorities

- 4.1 Vision, plan and actualise our collective futures through preserving our agenda and ensuring that QATSICPP does not become, or is not perceived to be, part of the bureaucracy, or as an extension of Government.
.....
- 4.2 Continue to strengthen and enhance QATSICPP's and the sectors' strength of position and authority, through developing our own data bank and associated measurement frameworks, that let us tell our own narrative
.....
- 4.3 Ensuring sustainability for Aboriginal and Torres Strait Islander organisations, based on our own values, definitions of success and measurement
.....
- 4.4 Ensure there is a cultural model of care that covers principles, practice, definitions, measurement, accountability and funding
.....
- 4.5 Aboriginal and Torres Strait Islander values and culture remain as the basis for all strategy and planning
.....
- 4.6 The Aboriginal and Torres Strait Islander Child Placement Principle is legislated, resourced and independently monitored for adherence.
.....



Strategies for Success

- Move toward developing and setting targets and reporting annually on the effectiveness of delivery of government and large not-for-profit organisations.
- Continue to build evidence and show data around what is working and what is not.
- Definitions of concepts of 'success', 'professional' and 'practice' are based on cultural values.
- A cultural model of care is identified and endorsed, including outcomes.
- Develop capacity for research and data ownership, ethics, management and interpretation.
- Foster and facilitate data and information sharing, to create a culture knowledge creation and information exchange.
- Ensure accessible and regular communications between QATSICPP, members and communities.

7. How We Will Measure Progress

Our key strategic focus areas and their underpinning priorities and strategies necessitate integrated, multi-level action to achieve our targets for the safety and wellbeing of Aboriginal and Torres Strait Islander children, young people and families.

To ensure our accountability and commitment to these strategic directives, QATSI CPP will undertake routine and annual monitoring and evaluation against its three (3) strategic focus areas and their subsequent mapped priorities and activity requirements.

To achieve this, we will:

Embed State level service standards (practice and governance) and regionally consistent outcome measurement processes, to develop a culture of evaluation and best practice - that also contributes to the sector's data sovereignty and capacity to report, advocate and evidence best practice.

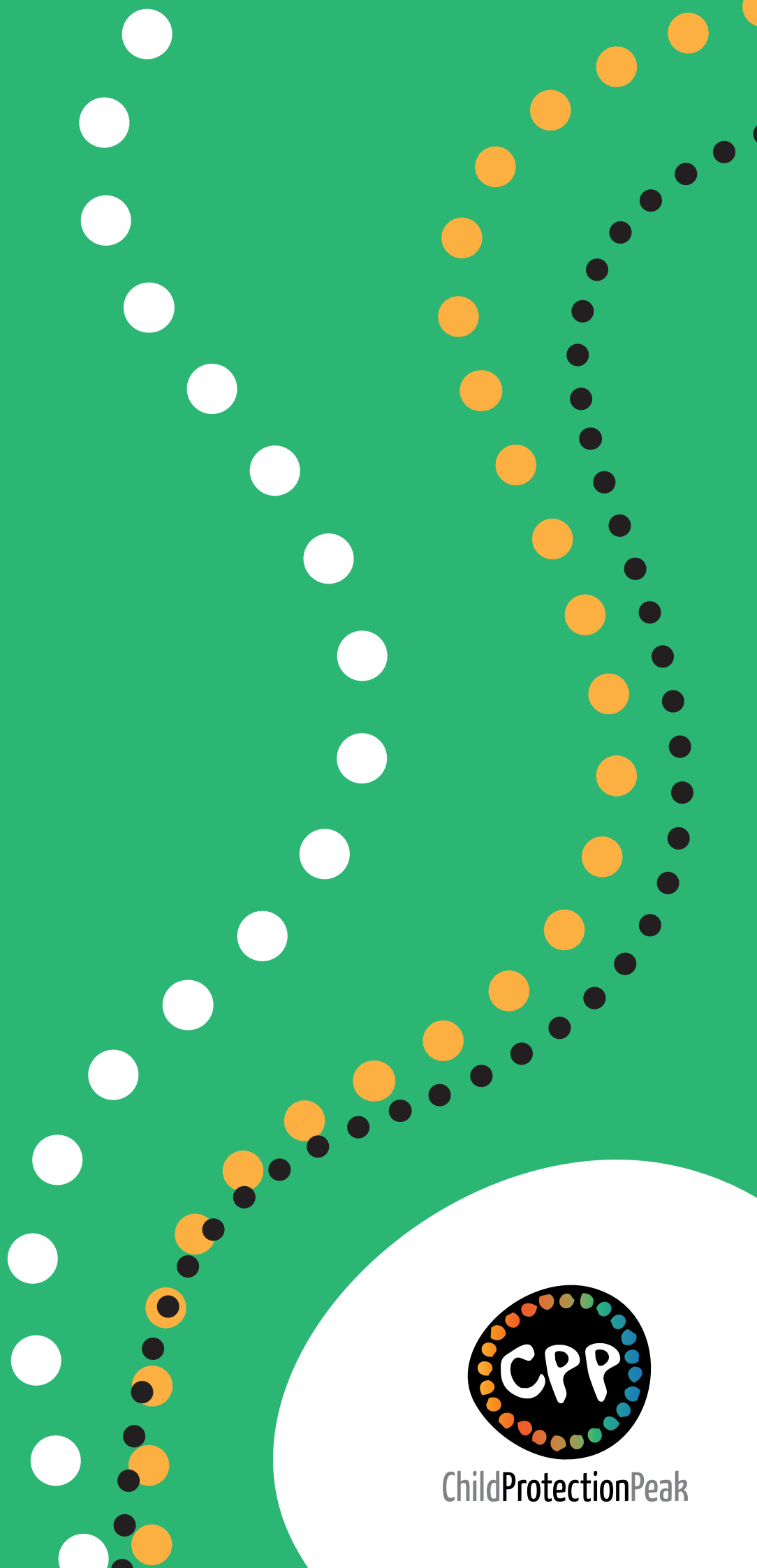
Collect and report on qualitative and quantitative outcomes across the domains of legislation, policy and practice.

Facilitate and promote opportunities for information exchange and shared learnings, and provide up-ward evidence translation to showcase best practice models and integrated approaches of working together to achieve shared outcomes.

Analyse and utilise outcomes and evidence toward continuous quality improvement and sector and practice strengthening, including through ongoing monitoring and relevant refinement of how we operate and contribute to the organisation's strategic objectives.

Key performance measures will also be developed to parallel each of QASTICPP's operational work programs, which align and correspond to the strategic focus areas, for routine monitoring and annual reporting. This will necessarily entail Board leadership and oversight and ascendance of outcomes for strategic analyses and current and future planning.





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