

The Centre for Excellence in Child and Family Welfare

# Organisational Forward Plan 2022-2026



## Acknowledgement of Country

The Centre would like to acknowledge and pay respect to the past, present, and emerging traditional custodians and Elders of this country on which we work. The Centre also acknowledges the injustices and trauma suffered as a result of European settlement, the Stolen Generations, and other policies such as the forced removal of children from their families, communities, culture and land. We respect the resilience of the Aboriginal and Torres Strait Islander community in the face of this trauma and respect their right to, and aspiration for, self-determination and empowerment.

We respectfully acknowledge that we work on the traditional land of the Kulin Nation and we acknowledge the Wurundjeri people who are the traditional custodians of this land. We pay respects to community members and elders past and present.



We appreciate and celebrate diversity in all its forms. We believe diversity of all kinds makes our teams, services and organisation stronger and more effective.



## Table of Contents

Introduction.....	4
Our strategic priorities <i>(from the Strategic Framework 2021-23)</i> .....	5
Organisational Forward Plan <i>(2022-2026)</i> .....	6
Our medium term plan.....	8
Our capability .....	10



Victoria's peak body for child and family services.

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# Introduction

## Our vision:

Children, young people and families are safe, happy and connected, with access to support when they need it.

## Our purpose:

### Policy and Ideas

To develop, influence and advocate for public policies that advance the rights and wellbeing of children, young people and families. We work with our sector to address the social, economic and cultural barriers to improving their lives.

### Research and Practice

To lead and share research to support innovation and evidence-informed practice.

### Capacity Building

To further strengthen the capacity of organisations to provide services that best suit the needs of vulnerable families and children.

## Our commitment to self-determination:

The Centre supports the right of First Nations peoples to self-determine and recognises that self-determination leads to better outcomes for First Nations children and families. We acknowledge the strength and diversity of First Nations children, families, and the leadership of Aboriginal Community Controlled Organisations in our sector.

# Our strategic priorities

*(from the Strategic Framework 2021-23)*

1. Ensure Victoria's vulnerable children, young people, carers and families are not left behind
2. Collaborate across systems, sectors and workforces to achieve the best outcomes for clients
3. Promote and embed the voices and rights of children, young people, carers and families
4. Translate the best available knowledge and insights into practice, policy and reforms
5. Continue to be a responsive, proactive and transformative peak for the child and family sector

# Organisational Forward Plan (2022-2026)



*Read on...*

# Our medium term plan

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## Pillar 1:

We will advocate for change – on the macro and micro level – to improve the accessibility, effectiveness and sustainability of the system for Victoria’s vulnerable children, young people, carers and families.

### **Our actions:**

- . Develop and advocate for a future model/s of foster care.
- . Develop and advocate for a compelling position for family services, as a platform for children and families.
- . Advocate for the sector for improved funding and financial sustainability.
- . Identify opportunities to build awareness of regulatory impacts on the C&F sector.

## Pillar 2:

We will build trusted networks, relationships and partnerships across the sector and its workforce, to share expertise, knowledge and resources and strengthen the collective impact of the sector.

### **Our actions:**

- . Develop and advocate for a sector-wide workforce attraction and development strategies, to build the pipeline of workers at all levels in the sector.
- . Support Communities of Practice across sector agencies, and look at the potential to assist community service organisations via shared services.
- . Develop new ways of harnessing the collective data and information resources of the sector, to improve system intelligence.
- . Identify new sector groups and campaigns to connect with where we see a growing need for collaboration.

## Pillar 3:

We will create new and stronger mechanisms to listen to and amplify the voices of children, young people, carers and families and heighten their influence on the sector, the service system and our stakeholders.

### **Our actions:**

- . Work with our members to support the integration of the lived experience voice of children and families.
- . Increase opportunities for children, young people, families, and carers to influence policy and services.
- . Position CFECFW and its membership as a key influencer in listening, elevating, and embedding the voice of people with lived experience.

## Pillar 4:

We will share data, evidence and knowledge and position the sector as a leader in understanding thriving children, young people and families.

### **Our actions:**

- . Undertake evidence reviews on critical issues for the sector.
- . Use sector networks to improve the sharing, use, and communication of insights from analysis of data collected in agency systems.
- . Invest in CFECFW capacity in project coordination, research, evidence development and communication in order to share practice and collective wisdom across the sector.
- . Continue to build the CFECFW’s position as a leading expert on thriving children, young people, and families.
- . Share knowledge in ways that are accessible to the workforce, children, and families.

## Pillar 5:

We will work to build and sustain our capacity to lead, influence, and work alongside and within the C&F sector and across connected systems.

### **Our actions:**

- . Raise the profile of the CFECFW with government, philanthropy and lived experience experts as a reliable, trusted, and influential peak body.
- . Identify opportunities to offer knowledge and evidence capability development beyond Victoria.
- . Utilise Centre programs like OPEN and Raising Expectations to build credibility for the CFECFW brand and business model.

# Our capability

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## Trusted & influential relationships

We will grow effective relationships with key decision-makers across the C&F sector and wider persons of influence, built on the CFECFW's reputation for connection, expertise, and engagement.

### Our actions:

- . Build relationships of influence with wider sector decision-makers (e.g. DTF, portfolio politicians).
- . Maintain and enhance our sector and community connections.
- . Develop a system for identifying, building and managing relationships with the CFECFW, to facilitate ongoing strategic partnerships.

## Leading knowledge & evidence

We will maintain leading knowledge and expertise of systems and services for children, young people and families and build new mechanisms to grow and disseminate evidence.

### Our actions:

- . Invest in staff capability to lead development and dissemination of evidence.
- . Consider engagement of specialist staff in the CFECFW (e.g. Economist, Research Leader), to build its reputation for leading and authoritative expertise.
- . Enhance knowledge management, evaluation and internal communication practices for better staff visibility of activities across CFECFW.

## Talented & empowered leaders

We will develop an ongoing pipeline of talented and engaged leaders – in the CFECFW. We will support the sector to develop and cultivate leadership capability over the long term.

### Our actions:

- . Develop a staff capability development and succession plan to foster a strong pipeline of leaders for the CFECFW.
- . Trial secondments for sector leaders into the CFECFW, to provide insights for the Centre's work and the potential for secondees to build their system leadership.

## Strong & sustainable resources

We will work to build a stronger and more sustainable resource base for the CFECFW, to grow its capacity and sustain its work over the period of this plan.

### Our actions:

- . Identify and pursue philanthropic funding to provide a stronger resource base and protect against dependence on government funding.
- . Develop a finance and investment plan for the CFECFW, to build its financial capacity, funding application capability, and support new initiatives over the life of this plan.
- . Develop a financial base and reserves, to enable co-investment in new initiatives.
- . Promote an inclusive and collaborative organisational culture that supports the professional goals of our workforce and members.
- . Grow our workforce pipeline with a clear and formalised approach to learning, development, and retention of staff/interns.

