

Striving for Practice Excellence: Our Strategic Direction 2021 – 2024

OUR VISION

Tasmania's children, young people and their families thrive.

OUR VALUES



KIND



CONNECTED



RESPECTFUL



COMMITTED

CHILD AND YOUTH WELLBEING FRAMEWORK — SIX DOMAINS

- 1 Being loved and safe
- 2 Having material basics
- 3 Being healthy
- 4 Learning
- 5 Participating
- 6 Having a positive sense of culture and identity

OUR STRATEGIC PRIORITIES

Working with families to keep children and young people safe and well

- Develop and implement Strong Families Safe Kids Next Steps Action Plan 2021-2023 including:
- » Implement and evaluate evidence informed family preservation programs,
 - » Finalise and implement the redesign of the Child Safety Service,
 - » Appoint an additional Child Advocate for the North/North West,
 - » Further develop a Strong Families, Safe Kids (SFSK) website, and
 - » Establish Youth Wellbeing Liaison Officers in the Advice and Referral Line (ARL).

- Develop and implement a therapeutic youth justice system including:
- » Continue the redesign and implementation of a therapeutic model at Ashley Youth Detention Centre, and
 - » Develop and implement a Blueprint for an integrated youth justice system in Tasmania.

- Across Children, Youth and Families (CYF), develop and implement an evidenced based framework in relation to assessment of family violence issues through the development of:
- » Assessment tools in alignment with recommendations from ANROWS in the area of Child Safety assessments, with a focus on offender behaviours.

Working with others to achieve improved outcomes for children and young people

- Co-ordinate and deliver the Department's actions under the Safe Homes, Families, Communities – Tasmania's Action Plan for Family and Sexual Violence 2019-2022 including:
- » Develop and deliver training across identified Tasmanian Government services to respond to family and sexual violence, and
 - » Introduce standardised risk assessment processes across government and non-government family and sexual violence services.

- Continue to build relationships with key stakeholders to maximise disability and mental health supports for children and young people supported by the CYF Division, including available support through NDIS, primary health and mental health.

- Implement the actions from the under 16 homelessness taskforce.

- Ongoing response to COVID-19 and the contribution to specific recommendations from the Premiers Economic and Social Recovery Advisory Council.

- Continue to contribute and implement the actions and recommendations from the National Agenda to reduce Violence against Women and their Children.

- Uphold and continue to work in partnership with the Tasmanian Government's integrated criminal justice response to family violence – Safe at Home.

Keeping children and young people safely connected to their family, community and culture

- Together with Aboriginal community organisations identify and implement a co-designed process that provides the pathway to delivering real change and improved outcomes.

- Engage in genuine and respectful partnerships with Aboriginal community organisations that support shared decision making to build capacity and development of a community controlled sector.

- Establish strong communication across all service partners to strengthen cultural strategies and responses.

- Examine prevention and early intervention therapeutic responses to better support families experiencing vulnerabilities.

- *Please note - All strategic objectives and progress measures noted in the CYF Strategic Direction 2021-2024 are applicable to Aboriginal children and young people.



Further developing, supporting and strengthening our people

- Fixing our fundamentals through:
- » Improving recruitment onboarding and induction; and
 - » Redesigning the performance and development process to support our people's performance and growth.

- Empower our people to keep safe and well through:
- » A strong health and safety system. Review our health and safety policies, standards and governance framework to ensure they are current and support our people and business operations, and
 - » A health and wellbeing program that identifies, monitors and minimises exposure to health and wellbeing hazards where possible and develop a program where we promote high levels of health and wellbeing amongst our people.

- Developing our capability through:
- » Investing in leadership capability through internal and external training opportunities, and
 - » Developing a retention plan for the Division.

- Support the professional learning of CYF staff in new and reformed areas of practice and deliver high quality practice programs to new staff across the service



Building a strong and accountable system

- Develop and embed a revised CYF Quality Improvement Framework:
- » Deliver improved practice outcomes through review of relevant operational practice approaches and processes,
 - » Continue to progress implementation of recommendations from the Royal Commission into Institutional Child Sexual Abuse, and
 - » Implement a best practice complaints management system that is child and youth friendly.

- Develop an approved process and content management environment for the changing and publishing of CYF practice manual documents.

- Develop and commence implementation of a strategic commissioning framework.

- Develop and implement revised corporate governance arrangements:
- » Three-year strategic plan,
 - » Annual business plan process, and
 - » Revised risk management plan.

- Release regular progress reports on key CYF deliverables.

- Progress and implement CYF's legislative agenda including a comprehensive review of the *Children, Young Persons and their Families Act 1997* (CYPFA).

- Progress and implement key corporate projects:
- » Integrated Client Information Program, and
 - » Business Operations Redesign.

PROGRESS MEASURES AND INDICATORS

- Increased case plans for children and young people:
- » Case and care plans for CSS,
 - » Leaving care plans for CSS, and
 - » Case plans for Youth Justice Service.

- Improved early intervention:
- » Referrals from ARL to family support and other services,
 - » Referrals to Adult Program Family Violence Counselling and Support Service, and
 - » Referrals to Children and Young Persons Program.

- Reduction in children in care:
- » Children admitted to and exiting care.

- Improved outcomes:
- » Educational attainment for children on care and protection orders, and
 - » Returns to sentenced supervision.

- Increased restoration:
- » Number of children reunified and returning to care.

- Success measures to be determined through the co-design process.

- Closing the Gap for Aboriginal children and young people:
- » Rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care.
 - » Daily average rate of Aboriginal and Torres Strait Islander young people in detention.

- Improved health and wellbeing system to support our people.
- Increased staff retention.
- Improved timeliness to recruit, train and induct new staff.

- Improved operational performance.
- Revised corporate governance arrangements implemented.

