Draft engagement strategy for implementing the child and family reform program

Consultation report

April 2016
Purpose

The purpose of this report is to provide information on the feedback received during the three-month public consultation period for the whole-of-government Draft engagement strategy for implementing the Stronger Families reform program.¹

Background

Between 19 August 2015 and 13 November 2015, the Department of Communities, Child Safety and Disability Services led a consultation on behalf of the Queensland Government on a draft engagement strategy for implementing the child and family reform program (see Appendix 1).

The aim of the strategy is to enhance engagement on the child and family reform program at the broader whole-of-reform level (i.e. at the program and portfolio levels of engagement as represented below).

The draft engagement strategy outlined existing and proposed new mechanisms to enhance stakeholder engagement on the child and family reforms at the broader whole-of-reform level. Stakeholders internal and external to government, and Queenslanders in general, were encouraged to have their say about how they wanted to be engaged and kept informed about the child and family reform program.

¹ The Stronger Families reform program is now known as the Supporting Families Changing Futures reform program. All references in this report to the Stronger Families reform program reflect the wording at the time the draft strategy was published and consultation undertaken.
The draft engagement strategy was published on the Queensland Government Get Involved website for public feedback, with an extensive communication program implemented during the consultation period. This included:

- individual and group meetings with Stakeholder Advisory Group members
- a workshop with CREATE Young Consultants
- a session with Year 11 students from St Eugene Catholic College who responded to the draft engagement strategy as part of their lesson plan
- the development of resources and supporting materials to assist Regional Child and Family Committees in “workshopping” together their responses (as a committee) to targeted consultation questions on the strategy
- targeted communication with members of the Senior Officers Group (comprising other government departments) to raise the profile of the draft strategy and seek feedback
- an internal (to the Department of Communities, Child Safety and Disability Services) campaign to raise the profile of the strategy and seek feedback from staff.

A final whole-of-government engagement strategy will be published in 2016 using feedback obtained during the consultation period.

The strategy will provide the framework for delivering clear information and engaging with stakeholders in a coordinated way to plan and deliver the child and family reform program.

**Responses received**

A total of 32 submissions were received during the consultation period, including both qualitative and quantitative data.

Submissions were received from a wide range of stakeholders including young people and young people’s advocacy groups, parents and parent advocacy groups, non-government organisations and peak bodies, individual government agency staff, combined submissions from government agencies, combined submissions from reform governance bodies as well as submissions from individual members of reform governance bodies.

**Figure 1** provides a breakdown of the various methods via which feedback was received.

Where respondents replied via written submission, these generally involved a response to a set of six pre-determined consultation questions. Workshops and sessions involved general discussion about the draft engagement strategy and did not follow a formal set of consultation questions.
Summary of overall findings

- The majority of stakeholders indicated their support for the objectives and principles proposed in the draft engagement strategy. This view was shared across all stakeholder groups, including non-government organisations and peak bodies, government agencies and parents.

- The responses to the proposed new engagement mechanisms (reform implementation schedule, online feedback form, annual survey and feedback summary report) were generally positive, with respondents believing these new mechanisms would improve their understanding of the child and family reform program and provide them with greater opportunities to engage and influence outcomes.

- Stakeholders noted that information about the reforms is not reaching specific stakeholder groups and a more targeted, multi-modal approach to engaging each stakeholder group may be required. They suggested that engagement programs and mechanisms be developed with consideration of those stakeholders who may be harder to reach due to geographical characteristics, disability or cultural differences such as Aboriginal and Torres Strait Islander peoples and those from culturally and linguistically diverse (CALD) backgrounds.

- All stakeholders acknowledged the importance of actively and regularly seeking the views of children and young people and families and ensuring this is incorporated into the design and implementation of the reform program.

- Feedback was provided on the utility of the draft engagement strategy document itself, such as adopting a more appealing presentation, simplifying the language and format and simplifying/further defining and explaining the objectives.

- **Young people** identified a preference for receiving information in a fun and informative way, such as through social media and mobile apps targeted to children and young people. To be effective, these should not be too heavy on content and updated regularly.
• **Parents and parent advocacy groups** highlighted the importance of simplifying consultation processes for families, children and young people and engaging families in honest and respectful conversations that were broader than consultation on a single reform project.

• **Non-government organisations** and **peak bodies** suggested greater engagement was required from individual reform work areas about reform implementations that would have an impact on stakeholders.

• Across all stakeholder groups, feedback revealed a lack of knowledge about the governance bodies for the reforms. Additionally, **government agencies** suggested governance bodies should have clearer mandates, procedures and reporting processes and there should be improved dissemination of information from these groups to stakeholders.

• Overall, feedback highlighted that stakeholders are at different levels of readiness to engage and that a tailored, multi-modal approach is essential for addressing the differing needs of stakeholder groups.

**Detailed findings**

1. **Strong support for the objectives and principles in the draft engagement strategy**

*Do you support the objectives of the draft engagement strategy?*

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Unsure</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>0%</strong></td>
<td>3.8%</td>
<td>3.8%</td>
<td>92.3%</td>
</tr>
</tbody>
</table>

Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 26 submissions to this question.

*Do you support the principles of the draft engagement strategy?*

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Unsure</th>
<th>Yes</th>
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<tbody>
<tr>
<td><strong>0%</strong></td>
<td>4.0%</td>
<td>8.0%</td>
<td>88.0%</td>
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Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 25 submissions to this question.
Key themes

- The majority of stakeholders supported the objectives and principles in the draft engagement strategy. This view was shared across all stakeholder groups, including non-government organisations and peak bodies, government agencies and parents.

- However, there were concerns from a range of stakeholders that the proposed mechanisms and strategies would not deliver on the draft principles, and that further work was required to develop engagement mechanisms that better consider the needs of stakeholders who are harder to reach due to geographical characteristics, disability, impaired capacity or cultural differences.

- Young people noted that it was important to consult in an active and engaging way on topics of interest and importance to them, such as individual reform initiatives that would directly affect or benefit them. They also indicated that they do not always receive sufficient information about their rights or available support services throughout their journey in care.

- Parent and parent advocacy groups noted that families may be reluctant to engage in consultation and engagement activities due to the complexity of the system, fear and poor past experiences. It was suggested that there needs to be a commitment to simplifying consultation processes for families, children and young people and making it clear how their feedback will inform decision making.

- Non-government organisations and peak bodies suggested the engagement strategy include a more explicit acknowledgement of the importance of the non-government sector in having real input into the development and implementation of the reforms at all levels; at both a strategic/system level as well as individual programs and projects.

2. Support for proposed new engagement and communication mechanisms

*Do you think the new engagement mechanisms proposed in the draft engagement strategy will improve your understanding and provide you with greater opportunities to effectively engage with and influence outcomes relating to the Stronger Families reform program at a portfolio and program level?*

**Reform implementation schedule**

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure</td>
<td>17.4%</td>
</tr>
<tr>
<td>Unlikely to help</td>
<td>13.0%</td>
</tr>
<tr>
<td>Will help a bit</td>
<td>39.1%</td>
</tr>
<tr>
<td>Will help greatly</td>
<td>30.4%</td>
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</tbody>
</table>

Notes: Based on 23 submissions to this question.
Online feedback form

<table>
<thead>
<tr>
<th></th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure</td>
<td>11.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely to help</td>
<td>23.5%</td>
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<tr>
<td>Will help a bit</td>
<td>35.3%</td>
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<td></td>
<td></td>
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<tr>
<td>Will help greatly</td>
<td>29.4%</td>
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Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 17 submissions to this question.

Annual survey

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<thead>
<tr>
<th></th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not sure</td>
<td>11.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely to help</td>
<td>11.8%</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Will help a bit</td>
<td>41.2%</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will help greatly</td>
<td>35.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 17 submissions to this question.

Key themes

- More than 60 per cent of respondents believed the proposed new mechanisms (reform implementation schedule, online feedback form, annual survey) would assist stakeholders to better understand and engage with the reform program. (Note that quantitative data was not available on the percentage of respondents who thought the feedback summary report would be helpful).

- **Government agencies** were more likely to respond positively to the proposed new mechanisms, while **non-government agencies and peak bodies** were less likely to consider these mechanisms would be helpful.

- **Non-government organisations and peak bodies** noted that while they feel they already have a good understanding of the reforms, they find it challenging to keep up to date with reform implementation progress and to ascertain whether their feedback has influenced the reform agenda. This group believe the proposed new mechanisms will help address this.

- Stakeholder suggestions for additional engagement and communication mechanisms:
  - young people suggested mobile apps and active social media sites could be used to improve engagement
  - non-government organisations and peak bodies also suggested social media as a mechanism for informing them of upcoming events related to the reforms
  - government agencies suggested increased engagement with ‘ground workers’ and ‘first to notice’ groups and services such as schools. This stakeholder group also noted that the publication of a reforms consultation timetable for stakeholders would assist stakeholders to forward plan and engage in a meaningful way.
3. **Existing engagement and communication mechanisms are providing a sound foundation for the reform program**

Of the existing engagement and communication mechanisms, which are working well and which are not working well for you?

**Reform program monthly e-newsletter**

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable - I have not heard of this</td>
<td>11.8%</td>
</tr>
<tr>
<td>Not sure</td>
<td>11.8%</td>
</tr>
<tr>
<td>Not working well</td>
<td>17.6%</td>
</tr>
<tr>
<td>Working well</td>
<td>58.8%</td>
</tr>
</tbody>
</table>

Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 17 submissions to this question.

**Reform program website**

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable - I have not heard of this</td>
<td>17.6%</td>
</tr>
<tr>
<td>Not sure</td>
<td>17.6%</td>
</tr>
<tr>
<td>Not working well</td>
<td>17.6%</td>
</tr>
<tr>
<td>Working well</td>
<td>47.1%</td>
</tr>
</tbody>
</table>

Total respondents, by response category, per cent (excludes nil response)
Notes: Based on 17 submissions to this question.

**Key themes**

- Stakeholders generally indicated that existing communication mechanisms such as the reform program monthly e-newsletter and website were working well. However, a small number of respondents were unaware of these communication mechanisms or did not provide a response.

- Stakeholder suggestions to improve the website included:
  - providing a progress update on the recommendations of the Queensland Child Protection Commission of Inquiry
  - moving the website from a one-way process where people get information to more of a two-way process where people could interact with the information and reform program
  - greater promotion of the website via other existing mechanisms such as peak body websites and newsletters.
4. Further work is needed to improve existing governance arrangements for the reform program

Of the existing engagement and communication mechanisms, which are working well and which are not working well for you?

**Stakeholder Advisory Group**

![Stakeholder Advisory Group Bar Chart]

Total respondents, by response category, per cent (excludes nil response)

Notes: Based on 17 submissions to this question.

**Regional Child and Family Committees**

![Regional Child and Family Committees Bar Chart]

Total respondents, by response category, per cent (excludes nil response)

Notes: Based on 17 submissions to this question.

**Local Level Alliances**

![Local Level Alliances Bar Chart]

Total respondents, by response category, per cent (excludes nil response)

Notes: Based on 17 submissions to this question.

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2 Please note, the responses to this question will inform the current review of governance being undertaken by the Department of the Premier and Cabinet.
Key themes

- The response from respondents who are actually members of a governance group differed to those who are not members.

- For example, for regional child and family committees, 100 per cent of respondent members identified they were working well. Over 50 per cent of others outside the committee responded that they were not sure or had not heard of the committee.

- This finding was in contrast to responses from members of the Stakeholder Advisory Group who were equally spread across the categories of not sure, not working well and working well.

- This may indicate a need for greater awareness of the purpose of the groups, and improvements to the dissemination of information from these groups to other stakeholders outside the reform governance structure.

5. Support for communication through peak body and sector channels

*Information distributed or activities conducted by an industry peak body or my organisation*

![Bar chart showing response categories for distributed information.]

**Notes:** Based on 17 submissions to this question.

*Individual reform program work or reference groups*

![Bar chart showing response categories for program work.]

**Notes:** Based on 17 submissions to this question.
Key themes

- Stakeholders had mixed views on whether existing governance groups such as the Stakeholder Advisory Group, Regional Child and Family Committees and Local Level Alliances were working well.

- This could in part be impacted by the level of visibility of these governance groups, as a number of respondents indicated they had ‘not heard’ about these groups or were ‘not sure’ about these groups.

- Significant feedback was provided by government agencies and non-government organisations and peak bodies about what was not working well and how these governance groups could be improved including:
  - concerns that the governance bodies are not truly open and available to engagement from young people and families
  - the reduction or alignment of existing governance/collaboration groups to avoid ‘collaboration fatigue’
  - clear mandates, procedures and reporting processes for each governance body, to assist agencies in the allocation of appropriate representatives to these bodies
  - regular review by governance groups of their function and purpose and revision of these where necessary to ensure groups remain relevant and focused on desired engagement outcomes
  - a commitment to providing meeting papers to members early to provide sufficient time for them to disseminate papers within their organisations/agencies
  - improved dissemination of information from these groups to those who are not members, but who have an interest in the reforms.

- Stakeholders from government agencies and non-government organisations and peak bodies also noted the need for increased/more timely engagement by individual reform work areas about reform implementations that would have an impact on stakeholders.

Next steps

Feedback from the consultation process is being used to revise the strategy. The engagement strategy for implementing the child and family reform program will be publicly released in 2016.
Engagement Strategy for implementing the Stronger Families reform program

Draft strategy for consultation

August 2015
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Definitions
Clients: People who use programs and services provided by or funded by the Queensland Government or are subject to government regulation

Stakeholders: Those who have an interest in a particular decision, either as individuals or representatives of a group. This includes people who influence a decision, or can influence it, as well as those affected by it. Stakeholders might include children, young people, families, local community members, non-government organisations, peak bodies, representative networks, government agencies/ departments and research institutions.

Partnership: Working together collaboratively to make decisions, sharing responsibility for decisions and collectively owning outcomes.
Background – Where we are now


When the Stronger Families reform program began in 2013, a range of mechanisms was established to enable all stakeholders to access up-to-date information about the progress of the reforms and provide opportunities for input into the planning and design of the reforms at each of the four levels of the reform program — place, project, program and portfolio (refer to diagram below).

These included the Stronger Families website and the inclusion of non-government organisations within the governance structures established to oversee and guide implementation of the reforms, as recommended in the Inquiry Report.

What’s working well and what could we do better?

Engagement with children, young people and families, along with other relevant stakeholders, has been successfully occurring at the project and place levels to ensure their needs and views are considered when developing and implementing the individual projects and services that form part of the new child and family support system. The views of young people, for example, were instrumental in shaping the Next Step After Care services for young people transitioning from care.
However, feedback received from our partners tells us that we can do better at engaging and keeping them informed at the program and portfolio levels. Our partners tell us they want to be better informed and more closely involved in the planning, delivery and progress of the Stronger Families reform program overall.

**Where we want to be**

The aim of this strategy is to enhance engagement at the program and portfolio levels of engagement. The strategy is the overarching framework for delivering clear and consistent information and engaging with stakeholders in an integrated and coordinated manner to plan and implement the Stronger Families reform program.

The draft strategy outlines the objectives and principles underpinning engagement and the mechanisms and activities we will adopt to strengthen engagement at the broader Stronger Families reform program level.

**Why are we consulting on the draft engagement strategy?**

Implementing the Stronger Families reform program requires buy-in and ownership of the reforms from children, families, government, staff, our non-government partners and the community. We need to know what is working well and what we can do better in engaging and communicating with you about the overall Stronger Families reform program.

The draft engagement strategy is the beginning of that process; it is a starting point with some suggested mechanisms for enhancing engagement.

These mechanisms are intended to give everyone, including children, families and young people, the opportunity to provide input and stay informed about the implementation of the Stronger Families reform program at a broader program level, not just on the services and programs being developed through its implementation. They are intended to complement the engagement activities already occurring, or planned to occur, at the project and place points of engagement around specific projects.

We want to hear your views on the proposed mechanisms in the draft engagement strategy and your ideas and suggestions for what would work for you — as a child, young person, family member, carer or child and family support worker, or representative of a peak, government or non-government agency — to stay informed and have opportunities to contribute to the overall planning and delivery of the Stronger Families reform program.

Public feedback will be used to refine the draft strategy, adjusting or adding to the suggested mechanisms and activities to improve our engagement efforts and tailor this engagement to meet the needs of all stakeholders.
Providing feedback

We welcome your feedback and comments on any aspect or area of the draft engagement strategy for implementing the Stronger Families reform program.

There are several ways you can contribute your feedback, and a series of questions has been developed to help guide you in providing your feedback.


Alternatively, you can provide a written response via any of the following methods:

**Email:** childandfamilyreform@communities.qld.gov.au  
**Post:** Child and Family Reform Office, Department of Communities, Child Safety and Disability Services, GPO Box 806, Brisbane QLD 4001  
**Fax:** (07) 3225 2495

**Responses are due by 5.00pm on Friday 13 November 2015.**

Regional Child and Family Committees will undertake consultation activities on the draft engagement strategy within their regions. Members of the Stakeholder Advisory Group will also consult with their networks.

We will also work with CREATE Foundation and the Queensland Family and Child Commission to ensure that children, young people and families have the opportunity to contribute their feedback and ideas for engagement.

**Consultation questions**

1. Do you support the objectives of the draft engagement strategy?
2. Do you support the principles of the draft engagement strategy?
3. Do you think the new mechanisms proposed in the draft engagement strategy will improve your understanding and provide you with greater opportunities to effectively engage with and influence outcomes relating to the Stronger Families reform program at a portfolio and program level? Why/why not?
4. Of the existing engagement and communication mechanisms, which are working well and which are not working well for you? What could be done to improve the activities that are not working well?
5. What additional mechanisms, tools or activities would you suggest to improve our engagement and communication relating to the implementation of the Stronger Families reform program as a whole?
6. Do you have any additional comments?
Draft engagement strategy for implementing the Stronger Families reform program
Introduction


Successfully implementing the Stronger Families reform program will require a fundamental shift in the way government agencies and community organisations, and their staff, work with vulnerable families and each other, underpinned by a commitment to achieving the program’s vision:

*Queensland children and young people are cared for, protected, safe and able to reach their full potential.* Queensland families and communities are empowered to become stronger, more capable, more resilient and are supported by a child and family support system that understands and respects the importance of family, community and culture.

Creating and maintaining this shared vision requires effective engagement and communication. The Queensland Government recognises the need to work collaboratively with its partners in the non-government sector, the community and with families and children, to plan and deliver the Stronger Families reform program.

Context

The Queensland Government has set an ambitious transformational agenda for social and human services. The Stronger Families reform program forms part of this reform agenda alongside reforms to disability services (through the rollout of the National Disability Insurance Scheme), government investment in services (through the Social Services Reform Program) and domestic and family violence reforms.

The Social Services Reform Program also sits within national frameworks developed by the Council of Australian Governments to deliver improved outcomes for children and families, including the National Framework for Protecting Australia’s Children 2009-2020.

Linkages

The following documents link to this engagement strategy:

- Queensland Family and Child Commission stakeholder engagement strategy (in development)
- Department of Communities, Child Safety and Disability Services Engaging and Managing Stakeholders Guidelines (in development)
- *Investing in Queenslanders: Social and Human Services Investment Blueprint 2014-19*
- *Queensland Government Get Involved community engagement resources.*
Stakeholders

The size and scope of the Stronger Families reform program requires engagement with a broad range of stakeholders.

The stakeholder groups covered by this engagement strategy include:

- clients and potential clients
- Aboriginal and Torres Strait Islander people
- people from culturally and linguistically diverse backgrounds
- peak bodies, representative networks and advocacy groups
- child and family non-government organisations
- child and family government services
- other government agencies/staff
- academic and research institutions, professional and industry bodies
- media and general public.

Objectives

The objectives of the engagement strategy are to:

- ensure the voices of children, young people and families are heard and their needs incorporated into the design and implementation of the reform program overall
- increase understanding about the implementation of the Stronger Families reform program
- increase confidence in the planning and engagement process undertaken to implement the Stronger Families reform program
- increase buy-in and ownership in the implementation of the Stronger Families reform program with opportunities to contribute to the planning, implementation and evaluation
- leverage sector-wide knowledge, skills, resources, relationships and assets to ensure the Stronger Families reform program is implemented in the most effective and efficient way
- identify ongoing risks to successful implementation and develop strategies to address those risks.

Question 1

Do you support the objectives of the draft engagement strategy?
How engagement will be undertaken

Principles

- **Client focused**: All decisions are made in the best interests of the child and family.
- **Responsive and reciprocal**: Engagement is a two-way process that leads to mutual learning and a culture of sharing ideas between stakeholders and government.
- **Inclusive**: Potentially interested or affected stakeholders are involved, including those who are harder to reach for reasons such as language, culture, age or mobility.
- **Impartial and objective**: Information is accessible and objective and government facilitates engagement with all interested stakeholders.
- **Open, transparent and accountable**: No group will have undue influence or access and a record of discussions and other engagement will be maintained where possible.
- **Respectful**: Input by stakeholders to improve policy and outcomes is valued and stakeholder needs are actively listened to.

Question 2
Do you support the principles of the draft engagement strategy?

Focus of engagement

Current approach

The initial focus of the Stronger Families reform program has been in planning how best to implement the recommendations, with priority given to the project and place levels of engagement. This has included specific reference groups established for particular projects and work packages, and the inclusion of non-government organisations within the governance structures established to oversee and guide implementation of the reforms.

Communication and information provision has also been occurring at the project and program points of engagement via a range of communication channels established to support the implementation of the reforms. These channels include the Stronger Families website, e-newsletter and a range of other activities and channels as detailed in the communication plan developed in October 2014.

New approach

This draft strategy builds on the existing engagement mechanisms in place for the Stronger Families reform program. It seeks to provide the framework for better engagement with stakeholders as partners in the overarching planning, delivery and progress of the Stronger Families reform program overall.
Each agency involved in implementing the Stronger Families reform program will employ their own engagement strategy at the project and place levels and link to this overarching strategy for engagement at the program and portfolio levels.

This will allow for an integrated, cohesive approach to engagement and communication on the implementation of the Stronger Families reform program as a whole. It will also provide opportunities for government agencies to link and leverage off activities within this engagement strategy for their own engagement strategies, to help achieve efficiencies and reduce the impact on stakeholders involved in various reform agendas.

Benefits of engagement

- Informed stakeholders who understand the changes required and support reform
- Higher quality decision making
- Better planned, informed and coordinated policies, projects, programs and services that better meet client needs
- Earlier identification of risks thereby reducing future costs
- Outcomes that meet community and client needs
- Enhanced community confidence in government

- Clear and consistent information from government
- Greater opportunities for stakeholders to contribute directly to policy and program development and create innovative and comprehensive solutions to complex issues
- Increased accountability of government through more open and transparent lines of communication
- Improved access to decision making processes resulting in more efficient and responsive services.
Engagement mechanisms and activities

New engagement mechanisms

The following table outlines the new engagement and communication mechanisms proposed for the Stronger Families reform program.

<table>
<thead>
<tr>
<th>Reform implementation schedule</th>
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<tbody>
<tr>
<td>A reform implementation schedule will be published each year. This schedule will keep stakeholders informed and provide opportunities for planning.</td>
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<table>
<thead>
<tr>
<th>Online feedback form</th>
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<tbody>
<tr>
<td>An online feedback form will be published on the Stronger Families website to allow stakeholders to provide comments or suggestions at their convenience. Feedback will not be responded to on an individual basis, but will be incorporated into an annual feedback summary report. Feedback will be analysed on a monthly basis and information provided to relevant areas for consideration.</td>
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<table>
<thead>
<tr>
<th>Annual survey</th>
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<tbody>
<tr>
<td>A new annual survey will be conducted in November each year to inform the following year’s implementation schedule and ascertain how stakeholder engagement can be improved. Results of the annual survey will be included in an annual feedback summary report (refer to Feedback summary report below).</td>
</tr>
</tbody>
</table>

Regional Child and Family Committees and Stakeholder Advisory Group members will workshop the survey with their respective stakeholders. CREATE Foundation and Queensland Family and Child Commission engagement channels will be utilised to facilitate responses from children, young people and families.

The survey will allow all interested stakeholders to contribute and provide flexibility and choice in how they contribute and how much they wish to engage, either online or through workshops which will allow time-poor stakeholders to contribute without needing to find the time to provide written feedback.

<table>
<thead>
<tr>
<th>Feedback summary report</th>
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<tbody>
<tr>
<td>A report summarising the feedback received from stakeholders throughout the year via the website and annual survey will be published on the Stronger Families website in March in the year following each annual survey. The report will outline what action was taken, including the reasons for decisions.</td>
</tr>
</tbody>
</table>

Question 3

Do you think the new mechanisms proposed in the draft engagement strategy will improve your understanding and provide you with greater opportunities to effectively engage with and influence outcomes relating to the Stronger Families reform program at a portfolio and program level? Why/why not?
**Existing engagement mechanisms**
The following table outlines the existing engagement and communication mechanisms for the Stronger Families reform program.

<table>
<thead>
<tr>
<th>Stakeholder Advisory Group</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides non-government sector advice and content expertise in the development, monitoring and implementation of the Stronger Families reform program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regional Child and Family Committees and local level alliances</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible for implementing the Stronger Families reform program at the place level and providing a local focus so services meet the needs of the local communities within their region.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reform Leaders Group</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sets priorities, evaluates performance and fine tunes strategies, policy directions, targets and outcomes as required to successfully implement the Stronger Families reform program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Senior Officers Group</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports the Child Protection Reform Leaders Group by providing a forum for coordinating the whole-of-government implementation of the Stronger Families reform program and resolving inter-agency issues as they arise.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reform Leaders Group Communication Sub-Committee</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advises and updates the Reform Leaders Group on communication milestones and emerging issues and coordinates communication activities across the Stronger Families reform program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Queensland Family and Child Commission Advisory Committees</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>(In development)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work package/project reference groups</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference groups created to develop and implement work packages/projects to implement the Stronger Families reform program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication activities</th>
<th>Place</th>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing communication activities include the Stronger Families website and monthly e-newsletter.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To support the implementation of the engagement mechanisms outlined in this draft engagement strategy, the current communication plan for the Stronger Families reform program will be updated to reflect feedback received through the engagement strategy consultation process and outline the channels to be used to keep stakeholders informed.

**Question 4**
Of the existing engagement and communication mechanisms, which are working well and which are not working well for you? What could be done to improve the activities that are not working well?

**Question 5**
What additional mechanisms, tools or activities would you suggest to improve our engagement and communication relating to the implementation of the Stronger Families reform program as a whole?
Yearly schedule of engagement activities

It is proposed that the engagement strategy adopts the following yearly cycle in the future.

| Jan          | Feedback summary report published for information (analysing responses to annual survey and feedback received through the online feedback form). |
|             | Targeted consultation with Stakeholder Advisory Group and Reform Leaders Group on reform implementation schedule. |
| Feb         | Online feedback form on Stronger Families website |
| Mar         | Communication plan activities |
| Apr         | Meetings and activities of governance structures, including Stakeholder Advisory Group, Reform Leaders Group, Regional Child and Family Committees, local level alliances, and Senior Officers Group |
| May         | Government approval of reform implementation schedule. |
| Jun         | Reform implementation schedule published for information. |
| Jul         | Online feedback form on Stronger Families website |
| Aug         | Communication plan activities |
| Sep         | Meetings and activities of governance structures, including Stakeholder Advisory Group, Reform Leaders Group, Regional Child and Family Committees, local level alliances, and Senior Officers Group |
| Oct         | Annual survey to inform future planning and development of reform implementation schedule and identify opportunities for improving stakeholder engagement. |
| Nov         | Survey workshops conducted by Stakeholder Advisory Group members and Regional Child and Family Committees; Queensland Family and Child Commission engagement channels to be utilised to facilitate responses from children, young people and families. |
| Dec         | Online feedback form on Stronger Families website |

**Question 6**

Do you have any additional comments?