

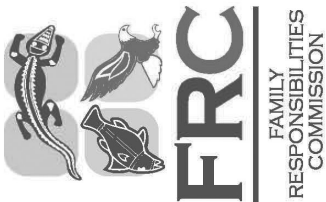


# Appendices

## Appendix A – Strategic Plan 2023-2027



### FAMILY RESPONSIBILITIES COMMISSION STRATEGIC PLAN 2023-2027



The FRC partners with the Australian and Queensland Governments and FRC communities to help close the Gap on life outcomes for our clients.

The FRC supports the Queensland Government's objectives for the community:

#### GOOD JOBS

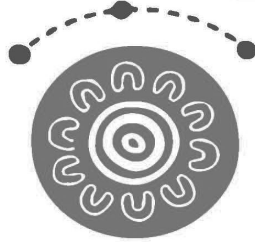
Good secure jobs in traditional and emerging industries.

#### BETTER SERVICES

Deliver even better services right across Queensland.

#### GREAT LIFESTYLE

Protect and enhance our Queensland lifestyle as we grow.



#### VALUES

- Safety
- Respect
- Ownership
- Innovation
- Empowerment
- Diversity

#### PURPOSE

Supporting welfare reform community members to restore socially responsible standards of behaviour, local authority and wellbeing for themselves and their families.

#### VISION

Vibrant welfare reform communities that are responsible, healthy, safe and sustainable, built on cultural respect, self-determination and empowerment for a future of opportunity.

#### SERVICE CHARTER STATEMENT

The Family Responsibilities Commission knows that you value efficient and effective engagement and support. Our aim is to provide the best service possible. We will partner with the Australian and Queensland Governments, stakeholders and clients to deliver outcomes that are responsive to the needs of the communities in which we work. In doing so, we will nurture a spirit of inquiry and innovation, and will embrace the challenge of sourcing unconventional and creative solutions to address the complex problems that confront those we serve.

#### OUR OPPORTUNITIES

- Embedding the FRC as a partner in the co-design and decision-making of Government.
- Expanding our impact to new communities and with new triggers targeting areas of need.
- Increasing voluntary engagement, particularly through increasing options for Voluntary Income Management.
- Harnessing the evolution of the Local Commissioners' role to increasingly support clients and communities outside of conference.
- Increasing recognition of the FRC's mode of self-determination, through the FRC's local Indigenous-led decision making, and the cultural capability of the registry.

#### OUR CHALLENGES

- Maintaining legitimacy, and improving levels of engagement and personal responsibility without a clear authorising environment.
- Sustaining, renewing and broadening the pool of Local Commissioners.
- Supporting a stronger commitment from service provider partners for suitable, available and accountable services for clients.
- Strengthening resilience and wellbeing in staff and Local Commissioners to meet evolving challenges.
- Protecting our information assets.

The Commission recognises we are visitors to the country we travel across and work in. We acknowledge that many of our Local Commissioners are Traditional Owners and Elders of their communities of Amurkin, Coen, Doomadgee, Hope Vale and Mossman Gorge. The Commission acknowledges and pays our respects to the Traditional Owners, Elders and Teachers of these lands; to those of the past whose unseen hands guide the actions and decisions of the Commissioners today, to those of the present working for their communities, setting the example for the next generation; and to those of the future, the Elders not yet born who will inherit the legacy of our efforts.

# FRC STRATEGIC PLAN 2023-2027

# Appendices



## Appendix A continued

OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
Support the restoration of socially responsible standards of behaviour and local authority in welfare reform communities	<ol style="list-style-type: none"> <li>Continue to implement proactive and agile responses to changing community needs that reflect all functions of the FRC Act</li> <li>Support Local Commissioners and FRC staff to have meaningful and effective engagement with FRC communities</li> <li>Strengthen self-determination by investing in individual leadership and decision-making capability development for Local Commissioners</li> <li>Support Local Commissioners to advocate for their communities</li> <li>Support partner agencies to provide information in a timely way within the FRC Act framework</li> </ol>	<ol style="list-style-type: none"> <li>Retention and development of Local Commissioners</li> <li>Proportion of conferences held with Local Commissioners sitting independently</li> <li>Rates of client participation in the decision-making process</li> <li>Judicious use of CIM</li> <li>Number of successful appeals against FRC decisions</li> <li>Helping to Close the Gap on disadvantage for clients in Aurukui, Coen Doornadagee, Hope Vale and Mossman Gorge</li> </ol>
Help people in welfare reform communities to resume primary responsibility for the wellbeing of their communities and the individuals and families of their communities	<ol style="list-style-type: none"> <li>Support individuals and families to change through effective conferencing, case plan referrals and income management</li> <li>Protect children and other vulnerable people including through compulsion and income management where necessary</li> <li>Continue to explore incentive projects to increase families' capabilities and move towards pursuing opportunities</li> <li>Engage families in recognising the importance of, and playing an active role in neonatal and early childhood development</li> <li>Support evidence-based interventions for disengaged young people and employability skills training</li> <li>Build mutual accountability and foster shared high expectations of service providers and community members</li> </ol>	<ol style="list-style-type: none"> <li>Increased motivation of clients to change through personal responsibility</li> <li>Increased periods of respite for clients from daily living pressures</li> <li>Strength of mandated interventions decreased</li> <li>Increased client engagement with support services to build capacity</li> <li>Helping to Close the Gap on disadvantage for our clients in Aurukui, Coen Doornadagee, Hope Vale and Mossman Gorge</li> </ol>
Create a capable, culturally safe, agile and innovative organisation	<ol style="list-style-type: none"> <li>Ensure the FRC attracts and values an agile, diverse, inclusive and high performing workforce to meet current and future business needs</li> <li>Embed a culture of innovation and continuous improvement to deliver more flexible, effective and efficient services</li> <li>Embed safety, including cultural and psychological safety, as a core value to enhance overall wellbeing and engagement in our work environment</li> <li>Leverage technology, data and information to enhance outcomes</li> </ol>	<ol style="list-style-type: none"> <li>Proportion of budget spent on frontline services</li> <li>Employee retention and development</li> <li>Increased diversity of our workforce</li> </ol>
Improve engagement through co-design and partnerships	<ol style="list-style-type: none"> <li>Position the FRC as an invaluable part of the service ecosystem through collaborative and collegiate engagement with our partners</li> <li>Provide quality advice to the Family Responsibilities Board, Ministers and Parliamentary Committees to inform policy, legislation and service delivery to our community members</li> <li>Help clients have agency in their experience with the FRC by co-designing projects and services, and embracing First Nations ways of doing, being and knowing</li> </ol>	<ol style="list-style-type: none"> <li>Number of partnerships and engagement activities</li> <li>Rate of stakeholder satisfaction</li> <li>Rate of client participation in project and service design</li> </ol>

