



# **QEC** **strategic** **Plan**

**2022–2027**



**We acknowledge all Aboriginal and Torres Strait Islander peoples as traditional owners of the lands on which we walk, live and raise our children.**

**We pay our respects to traditional owners past, present, future and any Aboriginal people present here today.**

**We acknowledge the importance of children being raised with connections to culture, community and family.**

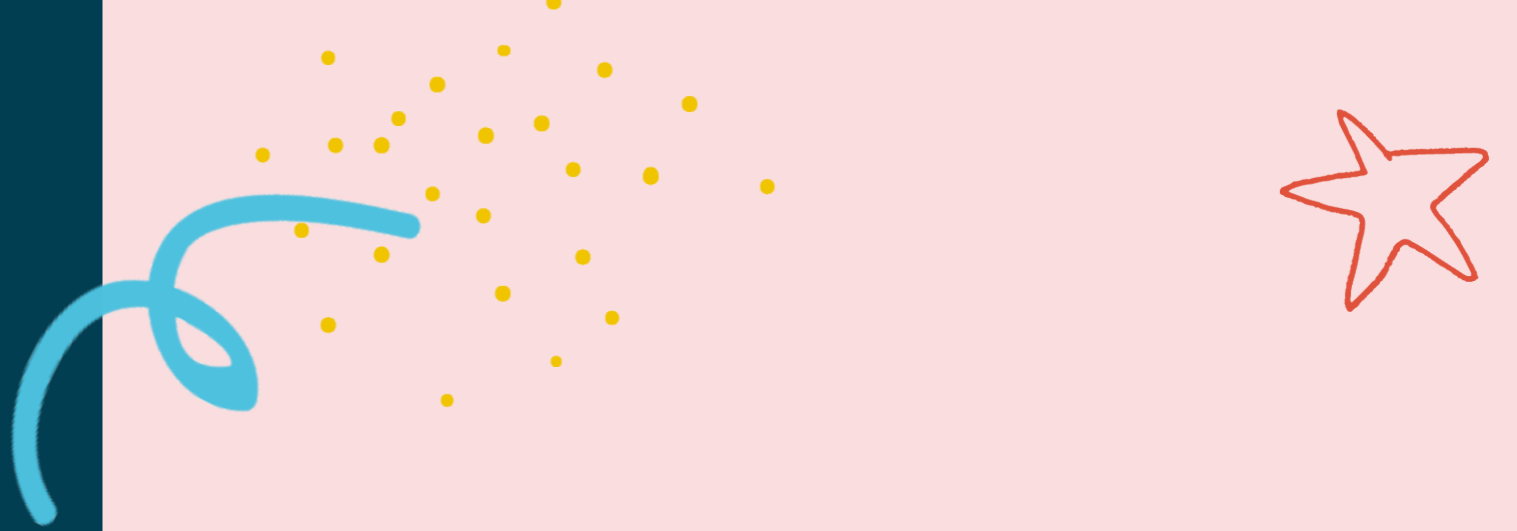
**You can view our  
Acknowledgment of Country [here](#).**

**Children  
are at the  
heart of  
everything  
we do**



That's why  
**our vision** is that...

**All children  
have the  
best start  
in life**





**To help develop our  
new Strategic Plan  
we asked our staff  
a really important  
question**





**What does it  
look like when 'all  
children have the  
best start in life'?**



We asked them to answer this question from the perspective of a child.

What might the children we care for say about what it means to have 'the best start in life'?

Here's some of what they said...





**My tummy**  
**is full,**  
**I am heard,**  
**I am healthy,**  
**I am loved.**



**I trust that**  
**you will be**  
**there for me**  
**no matter**  
**what.**






**Please be patient with my growing emotions**




**I'm important to my whole community**

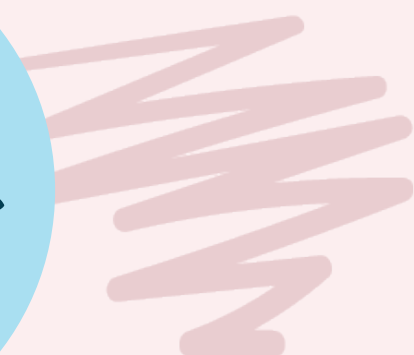
**You give me praise and give me a cuddle without words if I need it**



**You let me explore my world**




**You help me when I need it**



**Be calm and patient with me**

**I'm loved and important to you**




**You show how proud you are of me**



**Keep me safe**



**You listen to me**



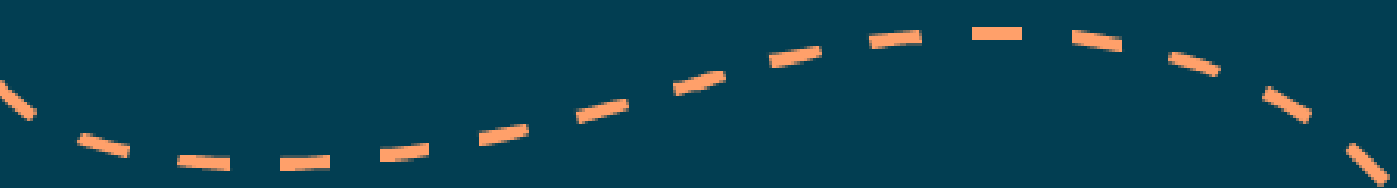
**I'm allowed to get mucky**



**I am loved**







**What might that  
look like if we  
translated all this  
into 'adult talk'?**

Our Board and Executive helped  
with this, that's what they are  
good at...




## Our Vision

What does it look like when  
'all children have the best  
start in life'?



**Every child  
would be  
safe, happy,  
healthy and  
connected.**

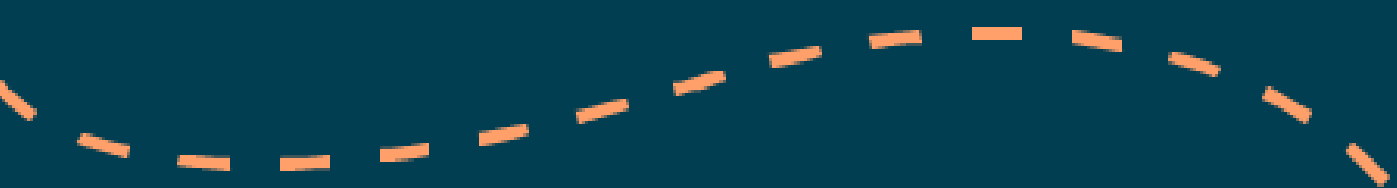


**They would  
grow with  
connection  
to culture,  
family and  
community.**



**Children  
experiencing  
vulnerability or  
disadvantage  
wouldn't be  
left behind.**





**What about  
parents, families  
and communities?  
What do they think  
'the best start in  
life' looks like for  
children?**

When we asked them they said...





**Thank you  
for listening  
and letting  
me make  
mistakes**



**I am loved,  
supported,  
safe**




**Thank you  
for letting  
me explore  
safely**



**I can make  
friends**



**Thank you  
for letting  
me be me**



**I feel safe  
because you  
are watching  
over me**



**I can  
do it**



**I am safe,  
supported  
and secure**



**I have  
fun**



**we have an  
ambitious vision,  
we know that, and  
it's one we can't  
achieve alone.**

That's why our role is...



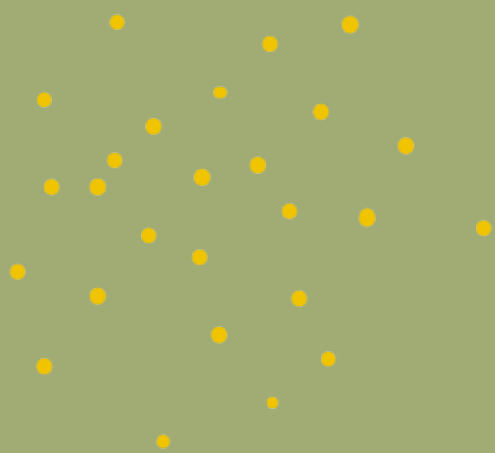
**Our role**



**Partnering  
with  
families and  
communities  
to enable  
children to  
thrive**



# Partnership



**...is really, really important.**

**Our work is most effective when our diverse partners are deeply engaged in helping us to design and deliver care. In particular, our First Nations and other community leaders are critical to our care being culturally safe, relevant, accessible, and of the highest quality.**

**Our work is also supported by strong relationships with some incredible peers. We are part of a diverse network of health and care services that work together to deliver the best care possible for every family we see.**

**These partnerships also help us to advocate for Victorian families who are most in need and to celebrate the unique strengths and experiences of the families and communities we care for.**



# Our culture



Having a strong culture – the way we behave each day and how we respond to each other, our partners and the people we empower through our services – is one of the most important things we can do to ensure our success.

Our people came together and decided on the values we would need to deliver our vision.

Our values...

# Our values



At QEC we:

1. **Listen, understand and learn**
2. **Embrace cultures, communities and families**
3. **Celebrate unique strengths and experiences**
4. **Inspire each other to grow and thrive**
5. **Nurture kindness and the joy of play**
6. **Strive to deliver the best outcomes and care**

There is one more  
important thing...



**We are**  
**really good**  
**at what**  
**we do**



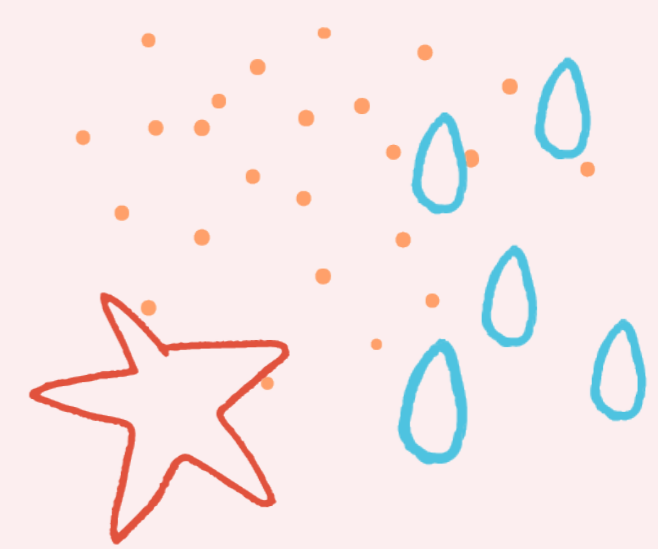
# Why does that matter?



Good question.

Well, because we want every child, regardless of where they live or what their life circumstances are, to have the best start in life. When we find an approach that works, we want to make sure that we share that approach with as many children as possible.

Having a service that is dedicated to offering programs for families with children up to four years old is really important. It means there is a place where knowledge and best practice can be cultivated and most importantly shared.



There are lots of outstanding people and organisations working to ensure children get the best start in life.

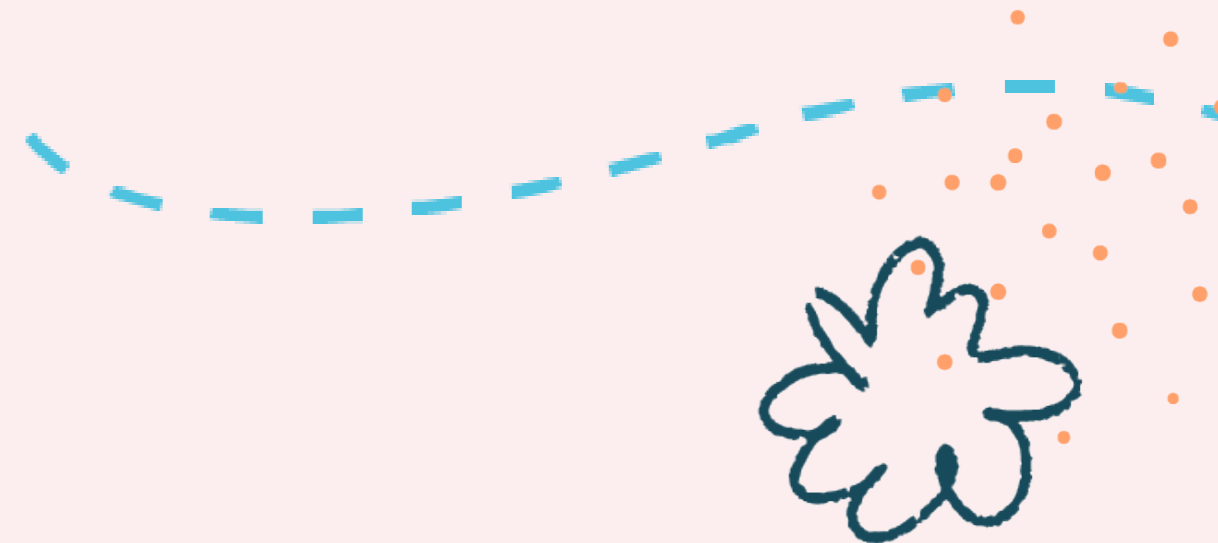
At QEC, we want to share the things we have learned about what works (and what doesn't) to make it easy for everyone to do the very best thing for every child, family and community.

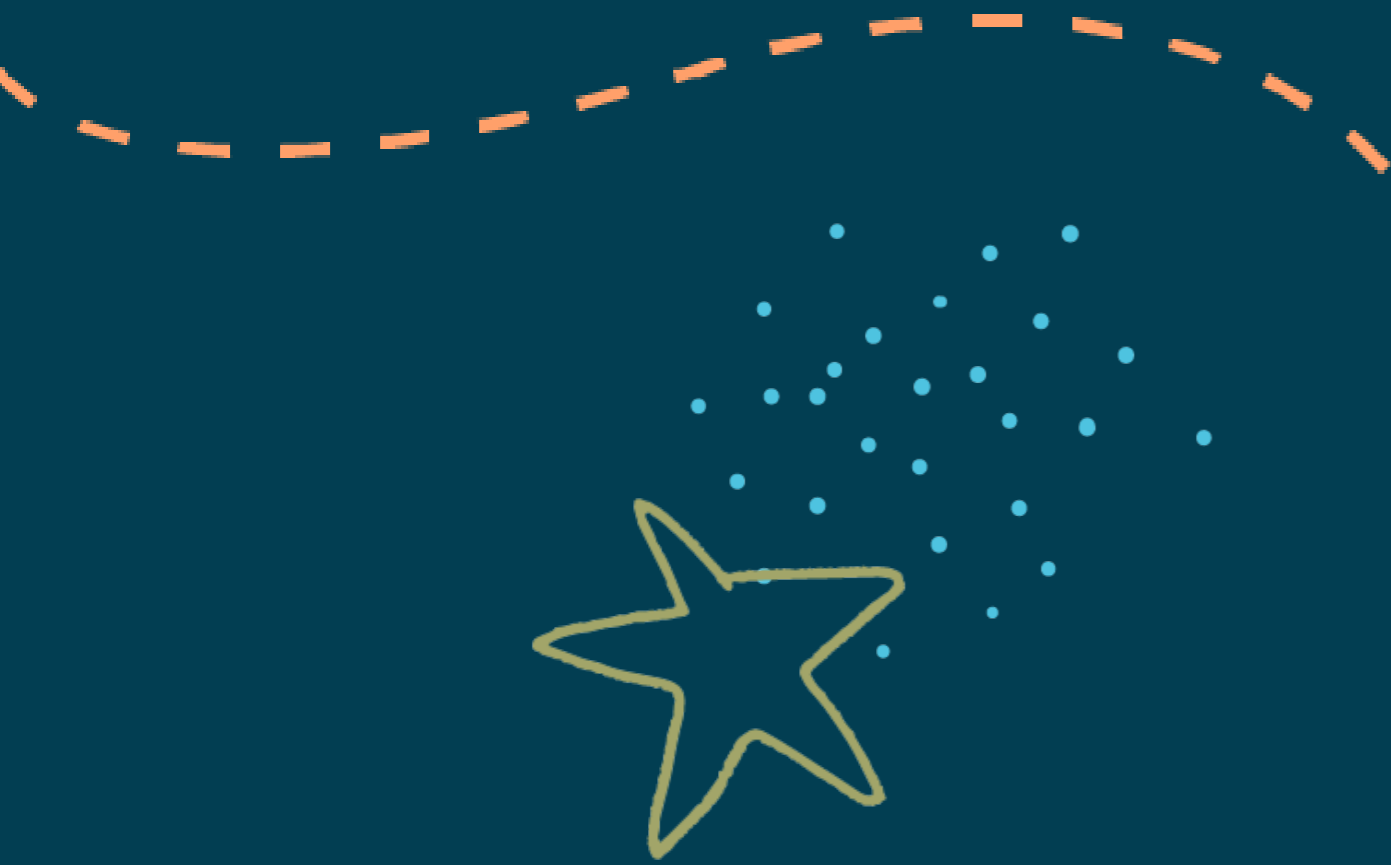
And we love it when they share what they have discovered with us too. We are passionate about what we do, but we are always looking for the best way to do things.

# where to now?



We have a big vision and we know the role we play in making that vision happen. We are good at what we do and are passionate about growing our knowledge and generously sharing it so more children can benefit. So, what's our focus for the next five years?





## Strategic Goal 1: Clinical Excellence

**Partner to create and deliver high quality early parenting support to more children and their families.**

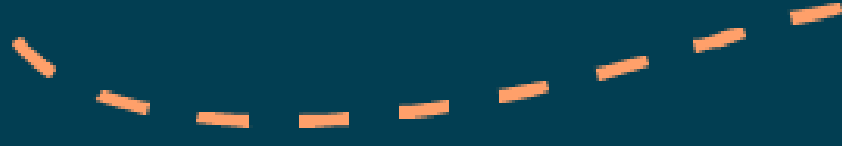


**Strategic Goal 2:  
Leadership**

**Provide leadership  
for the early  
parenting sector  
that expands  
knowledge and  
access for all  
Victorians.**

**Strategic Goal 3:  
Organisational Excellence**

**Create an  
outstanding  
operating  
environment  
that accelerates  
our work.**



## Where we are going

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### Our Vision

**All children have the best start in life**

### Our Values



### Our Role

**Partnering with families and communities to enable children to thrive**

## How we will get there

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### Goal 1: Clinical Excellence

Partner to create and deliver high quality early parenting support to more children and their families.

#### Objective 1

Deliver safe, high-quality, effective care that places children at the centre, to more families.

#### Objective 2

Celebrate and embrace the unique strengths and experiences of the families and communities we care for.

#### Objective 3

Collaborate with diverse partners to best support more children and their families.

#### Objective 4

Partner with First Nations communities in support of self-determination.

### Goal 2: Leadership

Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.

#### Objective 5

Grow our expertise, knowledge and resources in clinical care, policy development, education, research and evaluation.

#### Objective 6

Amplify and expand industry leading practice and ideas.

#### Objective 7

Be recognised as a trusted source of expertise in our community.

#### Objective 8

Advocate for the delivery of care to Victorian families in need.

### Goal 3: Organisational Excellence

Create an outstanding operating environment that accelerates our work.

#### Objective 9

Attract, develop and retain an inspired and empowered workforce.

#### Objective 10

Grow a diverse and inclusive culture.

#### Objective 11

Sustain our organisation with strong and evolving technology, infrastructure and financial outcomes.

#### Objective 12

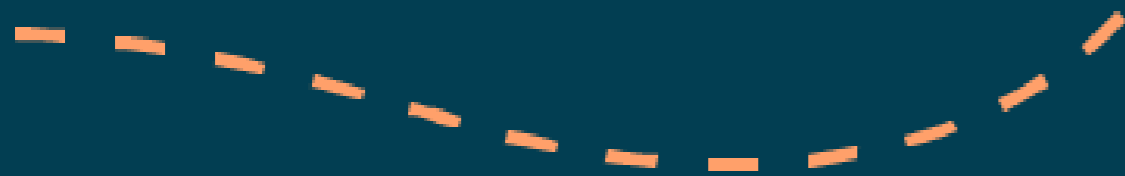
Improve our environmental performance to benefit future generations.



# How will we know we have been successful?

There is a lot to do, and it can be easy to get lost along the way.

To help us stay focused we have set ourselves six measurable outcomes for the next five years.





# **Success** **by 2027**



1. **Meet all KPIs in our quality / clinical governance dashboard.**
2. **Provide services to 4,000 families every year.**
3. **Increase services to families who identify as Aboriginal and or Torres Strait Islander to 5% of our total clients.**
4. **Deliver an annual research, policy and practice impact report.**
5. **Have a staff culture engagement score of 80.**
6. **Reduce our waste and energy consumption by 30%.**

# **A final word for one of our most important partners**



Recently, QEC was pleased to welcome a strong commitment from the Victorian Government to further our work – with an undertaking to provide significant investment to expand Early Parenting Services across our state.

The Victorian Government has committed \$148 million to build a number of new Early Parenting Centres across Victoria enabling those in some of Australia's fastest growing communities, rural and regional areas to have better access to parenting supports.



# **QEC strategic Plan**

**2022-2027**

