

A young girl with long dark hair, wearing a green coat, is reaching out with her right hand towards a large, iridescent bubble. The background is a soft-focus green, suggesting an outdoor setting with foliage. The entire image is overlaid with a semi-transparent green filter.

NAPCAN

Strategic Plan

2024–2027

NAPCAN ACKNOWLEDGES THE TRADITIONAL OWNERS AND CUSTODIANS OF THE MANY LANDS ACROSS AUSTRALIA WHERE OUR STAFF PROVIDE SERVICES TO COMMUNITIES. WE PAY OUR RESPECTS TO ABORIGINAL AND TORRES STRAIT ISLANDER LEADERS PAST AND PRESENT AND TO YOUNG KNOWLEDGE HOLDERS. AS THE OLDEST LIVING CIVILIZATION ON EARTH, WE KNOW ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE HAVE THE KNOWLEDGE EMBEDDED IN CULTURE TO BUILD STRONG COMMUNITIES AND FAMILIES THAT KEEP CHILDREN SAFE. WE UNDERSTAND HOW IMPORTANT IT IS FOR ALL OF US TO LISTEN AND LEARN FROM THEIR WISDOM.

Opening Remarks

*“At the start of this new strategic planning journey, we sat down and scoped the landscape, both internally and externally, **consulting** with our board, NAPCAN’s Youth Speak Out council, our team and key partners. Based on these insights, we created a **shared vision** with the NAPCAN Team and the refreshed Board. The process looked at: what we wanted to achieve in the future, how we want to get there and who we need to get there. At NAPCAN it is clear that the staff are our critical asset. Our team members bring **excellence** in all that they do, they’re experts in their work but importantly they are caring, values-driven humans who make the work come alive.*

Our mission has always been to prevent abuse and neglect of children and to support adults and communities in making this possible. We know that prevention works and that every child in every community deserves a fair go.

This strategic plan embodies NAPCAN’s collective vision for the future, setting clear direction for continued preventative action against child abuse and neglect. We are confident that this Plan will set us on a stronger trajectory of impactful advocacy and capacity building across Australia to create safer communities for children and families. We know children thrive when connected to community and culture. We work alongside agencies and communities in a culturally respectful way, to learn together and grow solutions that focus on creating safety and wellbeing for all children.

By the end of this strategic planning period we hope to see a shift in the siloed nature of the sector and a re-prioritisation of the prevention of child maltreatment across Australian Governments, community agencies and the public. We have an opportunity to make a difference by working with key partners and community members to build capacity and have different conversations about how children can be considered at the centre of policy and programming decisions. The impact of what we collectively do now, matters to children and young people now and well into the future. It is up to each of us whether this impact is positive.

NAPCAN is excited to start 2024 with a clear plan that outlines our focus on how we will get our work done and make Australia a safer place for children.

President of Board, Lesley Taylor
NAPCAN CEO, Leesa Waters



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01 Introduction

Introduction

Background and Context

Since our early days, NAPCAN has built a national team of experts working to drive systemic change across the country. Over the past strategic planning period we've continued to grow our community capacity building, particularly Love Bites, our national respectful relationships program.

While our mission is still to prevent violence, abuse and neglect of *children and young people, we aim to be more targeted in our approach going forward.

Critically, we aim to effectively work with other organisations in this space, taking a collaborative approach to achieving change at scale.

About This Strategic Plan

Thankfully, there are increasingly more providers working towards the prevention of child abuse and neglect, making it critical that we clearly define what we intend to achieve in this space.

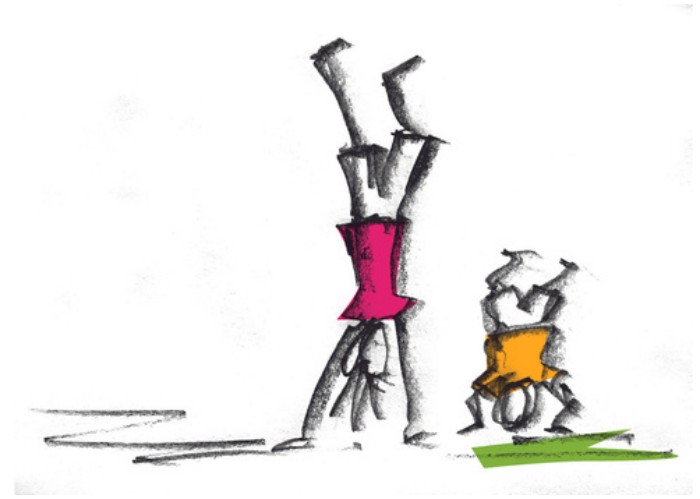
In developing our priorities, we have considered the expertise of our team members, the potential gaps in the service system, and the current experience of children and young people across Australia.

Over the next three years, we will therefore **focus** on building a formal **advocacy agenda** focused around **prevention**, strengthening our internal measurement and **evaluation practices**, and **deepening our impact** through evidence-based community capacity building.



** Throughout this document, when we refer to 'children and young people', we mean individuals up to age 25.*

Strategic Planning Process



Strategic Planning Process



1 Collected internal and external stakeholder perspectives

Engaged NAPCAN staff, Board and external stakeholders to explore:

NAPCAN's **strengths** and areas of **improvement**

The current **gaps** in the market that NAPCAN may be well placed to address

Possible areas of **future focus** for the organisation

2 Conducted strategy workshops with internal stakeholders

Informed by **stakeholder input**, NAPCAN staff and Board participated in a series of **strategy workshops** to identify, discuss and prioritise future activities and initiatives.

As part of this phase of the project, NAPCAN developed a draft **Theory of Change** and articulated the key **strategic priorities** to be pursued over the next three years.

3 Developed and tested a draft strategy with internal stakeholders

The NAPCAN Executive and Board agreed on the draft strategy, including high-level sequencing of **key initiatives** and **key measures** of success.

The draft strategy was then **tested** and **shared** with both internal and external stakeholders.

NAPCAN Strategic Narrative

Because...

three in five Australian children and young people experience some form of abuse or neglect, leading to a range of **negative outcomes** over the course of their lives.



We believe...

in the **prevention** of child abuse and neglect and that **everyone** has a role to play in supporting this objective.



So we...

deliver community **workshops**, build **community capacity** and establish purposeful **partnerships**, in a culturally inclusive way, to advocate for a national focus on prevention.



That results in...

increased awareness and accountability for child safety and wellbeing both nationally and at the community level,



and leads to...

safer, more connected communities in which children and young people can thrive.

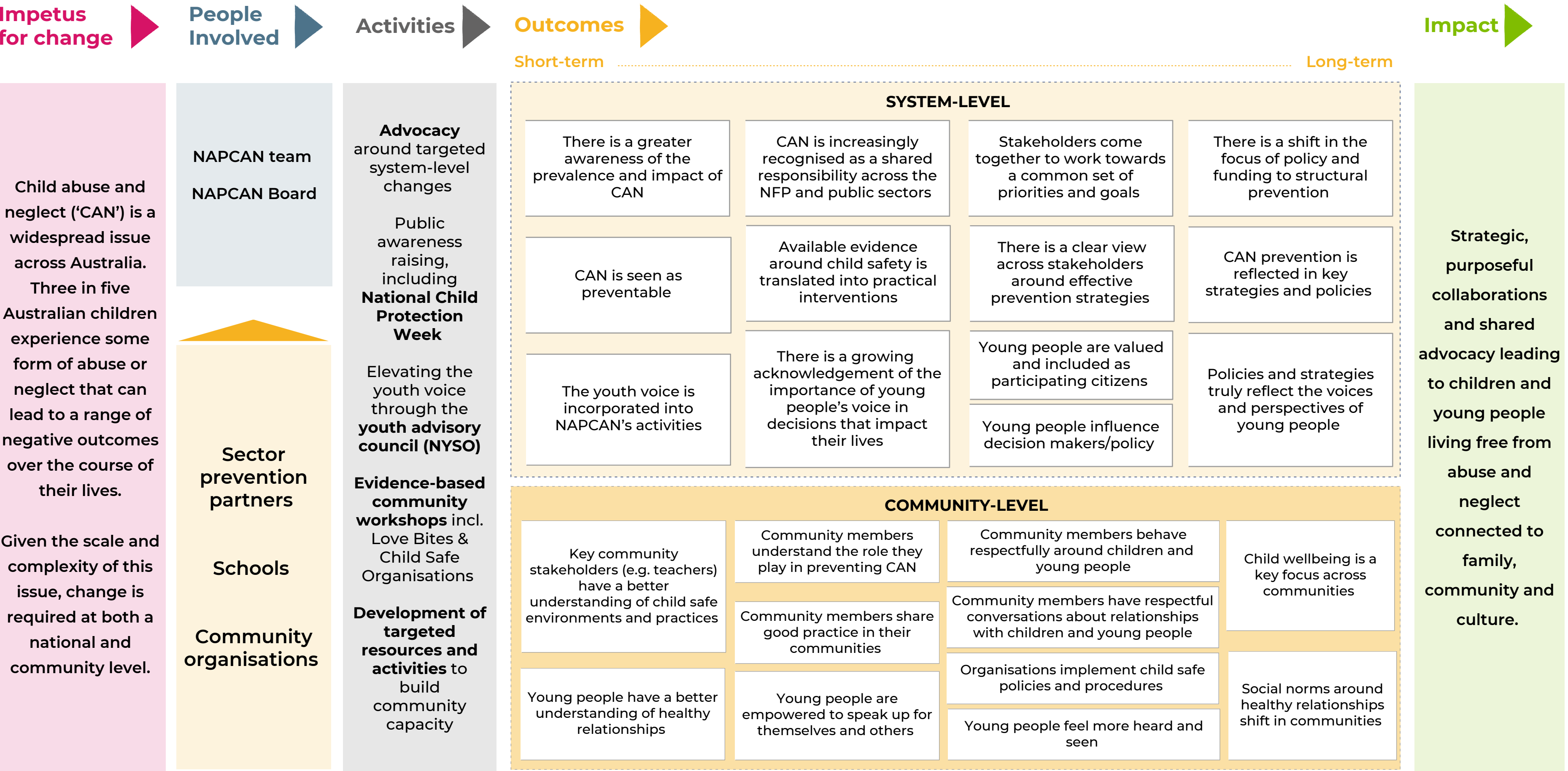




02 NAPCAN Theory of Change

NAPCAN Theory of Change

Note: This Theory of Change will be refined as we further develop our measurement and evaluation processes



A person is holding a silver Minolta camera with a black lens. The camera has "minolta" written on the top and "ROKKOR 50 mm 1:1.7 LENS MADE IN JAPAN" on the lens. The person's hands are visible, holding the camera. The background is blurred. A blue overlay covers the entire image.

03 Strategy on A Page

NACPAN Strategy on a Page

Purpose

To prevent child abuse and neglect by promoting respectful relationships and driving community and systems level change.

How we work

Focused on prevention

Led by evidence around what works

Informed by the experiences and perspectives of young people

Committed to sector convening and collaboration

What we do

Build public awareness through media, events and community education

Convene key stakeholders around a prevention agenda

Deliver evidence-based workshops in communities

Advocate for national policies that support child safety and wellbeing

2024-2027 Strategic Priorities

1

Take a targeted, strategic and evidence-based approach to advocacy

- Convene prevention partners across the sector towards a shared set of priorities
- Refine our prevention advocacy agenda
- Build strategic partnerships to advance key identified changes

2

Ensure we deliver best practice, evidence informed programming in community

- Implement comprehensive evaluation practices to measure the impact of our trainings and use this information to make strategic decisions that deepen our impact
- Update our curriculum and resources in line with new evidence and best practice

3

Refine the way the organisation operates to support sustainability and future growth

- Refine our team roles and responsibilities to meet the ambitions of this new strategy
- Update internal systems and processes to drive efficiencies
- Define key measures of success for the organisation and share our impact with stakeholders

A child wearing a helmet and riding a scooter on a paved path, with a green overlay across the entire image.

04 2024–2027 Strategic Priorities

Sequencing of Priorities

Primary focus of this document

Horizon 1

Invest in Relationship Building and Developing Our Evidence Base

In the first 18 months, NAPCAN will focus on building key strategic partnerships across the sector, defining a draft advocacy agenda, capturing evidence around our current programming, and developing an effective approach to knowledge management and information sharing to enable more effective collaboration.

Horizon 2

Use Data To Drive Advocacy and Refine Programming

Use program data and insights collected through ongoing stakeholder engagement to refine NAPCAN's approach to advocacy and adapt our community capacity building programs. Throughout this period, we will continue to build relationships with community stakeholders and key players across the sector, as well as continuing to raise public awareness around the importance of child abuse and neglect prevention.

Horizon 3

Lead Innovative Solutions

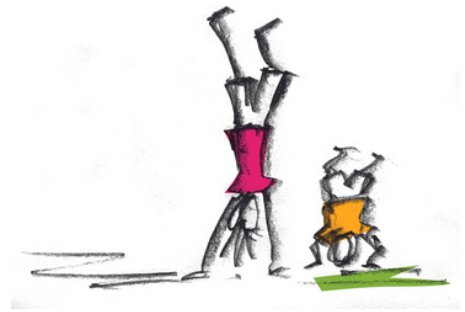
By the end of this strategic planning period, NAPCAN will have a strong evidence base of its impact and stronger relationships with key cross sector stakeholders (including prevention partners and community stakeholders). This will serve as the foundation for identifying key gaps in the market and developing/testing innovative and collaborative programming that will continue to drive change a scale across Australia.

Our Key Goals

- 01 Develop a targeted **advocacy agenda and plan** focused on prevention
- 02 Convene **prevention partners** to drive cross sector alignment around key priorities
- 03 Develop and implement measurement and **evaluation practices** across core NAPCAN activities
- 04 Grow our **community capacity** building workshops in line with emerging evidence
- 05 Build the capacity and reach of the NYSO to amplify **youth voices** in advocacy



1. Advocacy



Why are we doing this?

- We know that the prevention of child abuse and neglect is a **national issue** that requires **system-level changes** at the local, state and national level.
- Through our community workshops and capacity building work, NAPCAN has a **national footprint** and relationships with community stakeholders across Australia. This provides us with the perspective and insight to put forward a **targeted advocacy agenda based on the experiences** in community.
- NAPCAN has historically had bipartisan support for our work in the prevention of child abuse and neglect, and we hope to work with all levels of government to drive **systemic, intergenerational change** across the country.

What are we doing?

- We will develop and implement a targeted advocacy agenda focused on the prevention of **three types** of abuse – physical abuse (ending corporal punishment), sexual abuse (respectful relationship training), and emotional abuse (to be defined through consultation).
- We will **define key issues and systemic changes** we want to advocate for in this space, developing a **clear logic model** and plan for how we will approach each area.
- We will **engage our youth advisory council** on key advocacy issues to embed the voice of young people in this work.
- We will build strategic **partnerships** to advance this work in a collaborative way.

What will it take?

- **Invest team time and resources** to develop a targeted advocacy agenda. We will also likely require additional team members to support implementation of the strategy.
- Engage potential **funding partners** who can support this work.
- Effectively engage key **prevention partners** around our proposed advocacy areas and align on how we can **collaboratively** take the planned work forward.
- Continue to **build relationships** with key political stakeholders who can support the required **reforms** at a local, state and national level.

2. Strengthen Our Evidence-Based Community Capacity Building



Why are we doing this?

- We have a **national community capacity building footprint**, working with communities across the country.
- We also have a **skilled team of experts** in the prevention of child abuse and neglect.
- Given the scale of the issue we're trying to address, we know it's critical to **train key organisations and individuals across communities** using evidence-based best practice. We aim to create impact at scale through this core priority.

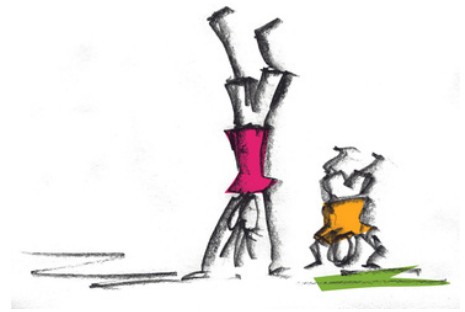
What are we doing?

- We will ensure workshop and community capacity building curriculum is **informed** by existing and emerging evidence around best practice.
- We will provide **ongoing training and supervision** for our community capacity builders.
- We will develop **targeted resources** to deepen the impact of our work.
- We will **collect data** around the impact of our community capacity building programs and use this data to **inform** ongoing strategic decisions.
- We will build community **relationships** and **share key messages** around what works in prevention.
- We will **capture insights** from community partners to inform our advocacy agenda and approach.

What will it take?

- Review and refresh **curriculum** in line with recent research and best practice.
- Develop a measurement and **evaluation approach** to implement across NAPCAN's workshops and community capacity building.
- **Measure the impact** of our community capacity building and use data to inform strategic decisions around future programming (e.g. engaging parents and families in respectful relationships, resources to be created, age range of programs, etc).
- Deliver relevant **ongoing training** to team members working in community.
- Develop **feedback loops** between community partners/trainers and NAPCAN management.
- Continue to build out the Love Bites information Hub.

3. Refine Ways of Operating



Why are we doing this?

- As our team and the variety of our activities has grown, we need **new processes and procedures** to support our work.
- Increased internal efficiency will allow us to **collaborate more effectively** and deepen our impact.
- Increased knowledge capture and information sharing will ensure we are **learning from the growing evidence base of what works, our prevention partners, and the experience of our community partners on the ground.**

What are we doing?

- We will **review and update** existing systems and processes to simplify and boost efficiency.
- We will review the organisational structure and clearly **refine the roles and responsibilities** of our team members.
- We will develop a fit for purpose approach to **knowledge capture** and information sharing (linked to our outcomes data collection across the organisation). This will allow us to more effectively **share** information with both internal and external stakeholders (e.g. prevention partners, funders, community stakeholders).

What will it take?

- Conduct a **current state assessment** of NAPCAN's internal ways of working.
- Invest in and/or consolidate our current systems.
- Develop and implement **training** for staff to align on updated processes and procedures.
- Develop **clear roles and responsibilities** and develop **performance targets** for our staff in line with our strategic priorities.
- Design and implement a standard approach to **knowledge management and data capture.**

Other Key Activities

The three strategic priorities spelled out above will be the organisation's focus over this three-year period, though we will also pursue the following in service of our purpose and desired impact:

- **NAPCAN Youth Speak Out** – Elevate the Voice of Young People in NAPCAN's work and across the sector
- **Child Protection Week** – Continue to utilise this platform for engaging and educating people across the community on ways to support children and their families to live safely and well connected to community and culture
- Advise on how children and young people could be **better represented** in key federal and state **strategies and policies**
- **Convene stakeholders** across sectors to **share relevant information** on the prevention of child abuse and neglect





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NAPCAN PREVENT
CHILD ABUSE
& NEGLECT