

## Strategic Plan 2021 to 2026

### Our Vision

People can freely and safely make their own reproductive and sexual health choices without barriers

### Our Mission

To be leaders in advancing reproductive autonomy and access to compassionate abortion

### Our Values

Our values are core to everything we do at Children by Choice. They underpin our organisational vision and mission, and guide our everyday decisions and actions.

**Pro Choice**  
**Collaborative**  
**Compassionate**  
**Feminist**  
**Integrity**

### Our Goals

Over the next five years, we are working to achieve a series of long-term goals. Within each of these areas, we will continue our core work and activities to consolidate our recent growth and achievements as well as the constantly changing external systems and sectors we intersect with. We will also enter and explore new ground that delivers on our vision and mission.

**Our Clients** – can freely and safely make their own reproductive and sexual health choices without barriers.

**Our Team** – is cared for, skilled and reflects our wider community

**Our Sector** – is educated and informed about sexual and reproductive health and strives to create an effective service system that supports reproductive choice and rights.

**Our Organisation** – is financially and environmentally sustainable, with fit for purpose data and infrastructure

## Our Impact Areas

Our impact areas outline our sexual and reproductive health and wellbeing focus for the years ahead. Many of the challenges we are facing are entrenched and complex, and will take decades to improve, let alone solve. That's why we are committed to prevention, capacity building and awareness raising as well as identifying and responding to the hidden and emerging challenges.

Children by Choice is contracted by the Department of Justice and Attorney General to provide:

### **Prevention, capacity building and awareness raising**

System support includes a suite of activities to build the knowledge and capacity of individuals, professionals and the broader service systems so they respond effectively to gender-based violence, health and wellbeing issues.

To promote a joined-up and holistic response to those affected by gender-based violence, health and wellbeing issues, services actively promote cross-agency partnerships and collaboration and participate in integrated service delivery arrangements. This includes engagement with relevant government and non-government agencies to facilitate and coordinate appropriate and consistent responses to women affected by a range of gender-based safety and wellbeing issues.

### **Counselling, information and referral services**

Our health and wellbeing support services provide trauma informed support and counselling to women and pregnant people to achieve better wellbeing. This service type recognises the impact of women's experience of violence and trauma on their health and wellbeing, prioritising supports for women or pregnant people with experiences of domestic and family violence, and other forms of gender-based violence.

## Our Role

Our role summarises the different interventions we draw upon in collaboration with our communities and partners to drive transformational change. Our roles are not detached functions; instead, they interact and inform one another.

### **Service and program delivery**

This is about providing support, information and resources to and with communities. Our services and programs cover prevention, capacity building and awareness raising as well as counselling for pregnancy decision making and post-abortion.

### **Influence and advocacy**

Our services and programs are complemented by initiatives that transform policies, laws, financial systems and social norms. This is because we recognise the need for systems and structures to change so that people can freely and safely make their own reproductive and sexual health choices without barriers.

### **Research and evaluation**

The problems we are tackling are complex and the solutions we are implementing are multifaceted. As such, we conduct vital research and evaluation to gather evidence that helps us understand the needs, preferences and challenges of people accessing abortions, as well as the impact and effectiveness of our work.

### **Collaboration, consultation and leadership**

We work collaboratively with communities, government, universities and other agencies to drive transformational change in sexual and reproductive health. For us, listening to the views and ideas of others and learning from their experience is critical to effective collaboration and consultation. It is also an opportunity for us to share our knowledge and expertise, including through secondary consultation for health, community and other service providers (“the sector”).

**Our Strategic Plan** – how do we achieve our long-term goals over the next five years?

**Goal 1: Our clients can freely and safely make their own reproductive and sexual health choices without barriers.**

**1.1 Access to our counselling service is meeting client needs.** As external and internal changes impact the delivery of our counselling service, we strive to have a model of continuous improvement that is led by consumer feedback. We want to ensure that people can access our service in a timely and appropriate way. Our client journey is warm and welcoming.

***How will we do this?***

- Through our Consumer and community engagement strategy
- Mapping of client journey completed through CRM data assessment of 100 clients and use this data to inform service changes/improvements.
- Introduction of an Intake role
- Counsellors to have more time to focus on decision making counselling, advocacy and post abortion counselling
- Enhance our external communications (e.g. website, media, social media) to increase awareness and understanding of what we offer among our clients and communities
- Development of and referral to accessible resources and information on how to access our service or other relevant services.

***How will we know we are successful?***

- Our clients and stakeholders provide feedback regarding service entry points, demonstrating improved accessibility over time
- Consumers are involved in evaluation and review of our counselling service provision
- Our clients reflect the diversity of Queensland and we have growing engagement with groups who traditionally faced barriers to service access.
- Our communities understand what we do and have a variety of methods for seeking support from and contributing to our organisation.

**1.2 We work with the community and our clients to deliver high quality professional development and training nationally, as well as counselling across Queensland.** We provide specialist services that support clients to consider and achieve their pregnancy outcomes in a way that is shaped by their individual strengths, needs and preferences. We work with the sector to design and deliver professional development and training that strengthens communities and the sector, and contribute to gender equity and reproductive autonomy.

***How will we do this?***

- Provide opportunities for meaningful, representative client and community engagement through co-creation, consultation and feedback, especially for groups who have often been structurally or culturally excluded. This will be driven by our Consumer and community engagement strategy.
- Ensure our services and programs are culturally safe for Aboriginal and Torres Strait Islander communities, and people from migrant and refugee communities.
- Review and improve our services so that they better meet the needs of population groups including children and young people, older people, and people with disabilities, determined through an equity lens
- Keep up to date with the quality and compliance standards set out by the government and peak bodies.
- Align our services and programs to the continually evolving evidence base.
- Move our practice beyond the gender binary, to ensure our services and programs are safe, accessible and appropriate for the LGBTQIA+ community.

***How will we know we are successful?***

- Our clients, participants and community members report that our programs and services are culturally appropriate, safe and empowering.
- Our clients report that we have supported them to meet their goals.
- Our services and programs respond and adapt to changing community needs and trends.
- We are accredited and meet the requirements of our funders.
- We are committed to consistently and respectfully collecting and sharing data to support an understanding of accessibility and access needs for key affected populations.

**1.3 We are advocates for increased access to abortion services in Queensland.** We are the leaders in advancing reproductive autonomy and access to compassionate abortion care. We have a clear focus on areas where access is complex and disadvantages vulnerable people.

***How will we do this?***

- Consider advocacy for legislative or policy change so that Gillick competent young people can make autonomous decisions about their reproductive health choices.
- Increase public provision of abortion and contraceptive services in Queensland.
- Support the training and availability of skilled Abortion doulas to provide holistic support for people accessing abortions.
- Continually work to destigmatise abortion, recognising and elucidating the ways it impacts all aspects of SRH accessibility, availability and quality, including its impacts at all levels of the care cascade, and ensuring it is understood as a routine part of sexual and reproductive healthcare.

***How will we know if we are successful?***

- Compassionate abortion care is provided by an increased number of public hospitals in all HHS's with more equity of access across Queensland

- Abortion provision is more sustainable and not wholly reliant on private provision, reflected in its embeddedness in the public health system
- Increased number of abortion providers, particularly in previously under-served areas.
- More doulas are trained and available to support people accessing abortion.
- We have developed partnerships with public figures to promote de-stigmatising messages.
- Improved sexual and reproductive health and law literacy amongst young people in Queensland, assessed through an equity lens.

## **Goal 2: Our team is cared for, skilled and reflects our community**

**2.1 We strengthen our organisational culture and support staff wellbeing.** We are focussed on enhancing our culture and ways of working to support and care for our team. This is about our team living and breathing our values, experiencing workplace wellbeing and satisfaction, and participating in organisational dialogue and decisions. With a strong and caring culture in place, we are well equipped to meet the evolving challenges and future needs of service provision and advocacy in our sector.

### ***How will we do this?***

- Recognise and respond to trauma and work towards becoming a trauma informed organisation for all people involved within CbyC (including both clients and staff)
- Continually develop a culturally, physically, psychologically and emotionally safe workplace for all staff and prioritise staff wellbeing.
- Proactively set a positive workplace culture across the organisation.
- Explore solutions for more sustainable workloads.
- Enhance processes and mechanisms that increase transparency, feedback from our team, and engagement in decisions that affect them, through our decision making principles.
- We trust and empower our team members to make informed and localised decisions.

### ***How will we know we are successful?***

- Team members report sustainable workloads, high levels of satisfaction and engagement, trust, collaboration, care and commitment.
- Practising and remaining accountable to our values, diversity and decision-making principles.
- Our team members feel trusted and empowered in their decision making and the decisions made across the organisation.

**2.2 We focus on building a skilled team that represents our communities.** We depend upon a skilled, diverse workforce to make good collective decisions and to achieve our goals. This is about ensuring we recruit new team members who reflect our communities, and providing our existing team with support to access new opportunities, and develop their skills and knowledge.

### ***How will we do this?***

- Provide our team with opportunities to learn and develop that align individual aspirations with our organisational capability, strengths, needs and gaps.
- Build leadership capability throughout the organisation through training, coaching and mentoring.
- Work to increase diversity and inclusion at all levels of our organisation.
- Embed workforce professional development plans aligned to our organisational strategic plan.
- Shape our approach to recruitment and on-boarding to ensure it is anti-oppressive, values-aligned and enhances diversity.

### ***How will we know we are successful?***

- Our workforce and governance structure reflect diversity and practice inclusion.
- We provide meaningful ways for our team to develop and share their talents, expertise and skills to deliver on our strategy. This is reflected in assessment of staff professional development undertaken and skills development.
- Our stakeholders report confidence that we have the diversity of experience, expertise and skills needed to achieve our goals.



**Goal 3: Our sector is educated and informed about sexual and reproductive health and drives to create an effective service system that supports reproductive choice and rights.**

**3.1 We collaborate to build sector capacity, capability, integration and coordination in Queensland and Australia.** There are many organisations that are working towards reproductive rights and a future free from violence, oppression and discrimination. Partnering with one another can enable the sector to maximise resources, share knowledge and skills, minimise duplication, identify and respond to emerging trends and gaps in service provision and create transformative, sustainable outcomes for clients and communities.

***How will we do this?***

- Share our delivery and research insights with partners, and seek their experience and expertise, so that the sector learns and develops together.
- Strengthen our partnerships with organisations comprised of and who represent Aboriginal and Torres Strait Islander communities, people from migrant and refugee backgrounds, LGBTQIA+ people, children and young people, older community members, and people with a disability.
- Ensure two-way information sharing and referral pathways are in place between our team and organisations working in health systems and domestic and family violence, sexual assault and women's health and wellbeing.
- Continually improve and remain contemporary by conducting and being informed by current and upcoming research.

***How will we know we are successful?***

- Referrals between Children by Choice and partner agencies improve service access for clients who have experienced barriers to service delivery.
- Our partners report strong and trusting relationships with them that reflect reciprocity, our organisational values and allow us to pursue complex social change.
- We are recognised as a leader in and consulted for our expertise in advancing reproductive autonomy and access to compassionate abortion.
- We deliver well-regarded and effective training and professional development to the sector.
- We have collaborative advocacy strategies.

**3.2 We align our advocacy efforts with clients, communities and partners so that systems and structures change for the better.** As well as working with individuals and communities, we are working on the systems and structures that cause and maintain gender inequity, barriers to access for reproductive choices and oppression. This essential work relies on collaboration to amplify the voices of our communities and sector, bolstering our advocacy efforts across Queensland and Australia. By working together, we can be more inclusive and effective in securing bipartisan support and changing policies, laws, healthcare systems and social norms for the better.

***How will we do this?***

- Consumer engagement and involvement across the organisation.
- Use feedback from clients, consumers and stakeholders to inform and improve service delivery and our advocacy focus.

- Build strategic relationships and undertake activities that enhance our ability to influence public policy, improve legislation and support local planning to reflect our mission of reproductive autonomy and access to compassionate abortion.
- Expand our partnerships with academic institutions, peak bodies, global innovators and adjacent sectors (e.g. health, domestic and family violence) to strengthen the data and analytics that power our work.

***How will we know we are successful?***

- Our advocacy, research and evaluation are guided by and directly benefit clients and communities.
- We design, implement and evaluate a clear advocacy strategy that includes programmatic advocacy, community mobilisation and partnerships, and public policy advocacy at national, state and local levels.
- We can show that we have contributed to public debate and legislative and policy settings that affect our communities.
- Our advocacy is driven by accurate data and evidence.

## **Goal 4: Our organisation is financially and environmentally sustainable, with fit for purpose data and infrastructure**

**4.1 We increase and diversify our revenue.** As a for-purpose organisation, we exist to create gender equitable and socially just communities. We recognise the commercial reality that we must be financially sustainable if we are to create transformative change with and for communities in Queensland. We also note the need for increased funding to meet the ever-increasing demand for our counselling, education and advocacy and the increased costs of providing those services.

### ***How will we do this?***

- Assess and articulate our activities and outcomes to demonstrate the need for our services and programs, as well as the impact they have on individuals and communities.
- Strengthen our relationship with government to protect our existing sources of income.
- Map and progress opportunities to secure additional government funding, grants from philanthropic foundations, corporate sponsorships, and donations from the general public.
- Enhance opportunities for fee for service work

### ***How will we know we are successful?***

- We have a coordinated and strategic approach to increasing revenue.
- We seek funding from a broader range of sources.

**4.2 We invest in environmentally sustainable infrastructure and processes that enable us to deliver on our vision and purpose.** Evidence, physical infrastructure and digital systems are key enablers that help our clients, communities and team achieve their goals.

### ***How will we do this?***

- Safe, fit for purpose counselling and training spaces and a larger building (place of work)
- Build on the digital capability and systems we have developed during the COVID-19 pandemic to increase our effectiveness and efficiency
- Finalise our website redesign to ensure we have an accessible platform for clients and professionals.
- Launch the interactive health pathways map of Queensland to the public
- Review how environmentally sustainable we are as an organisation and implement actions that will drive improvement.
- Develop and launch an electronic learning management system for accessible online education and training

### ***How will we know we are successful?***

- We have a suitable space for the work we conduct
- Online systems are streamlined and accessible for all
- The Children by Choice website attracts visitors and is a source of information

- The health pathways map provides clarity in access to abortion and LARC pathways in Queensland
- We have processes in place to reduce our organisational environmental impact.