

# Strategic Plan

## 2022-2026

The Queensland Family and Child Commission (the Commission) is a statutory body charged with responsibility to review and improve the systems that protect and safeguard our children.

The *Family and Child Commission Act 2014* requires us to:

1. promote the safety, wellbeing and best interests of children and young people (s9)
2. promote and advocate for the responsibility of families and communities to protect and care for children and young people (s9)
3. improve the child protection system by providing oversight (s9)
4. maintain a register of child deaths in Queensland and report on them annually to identify trends and inform prevention strategies (s25)
5. host the Child Death Review Board (the Board) and support systemic reviews following the death of a child connected to the child protection system (s29F).

The *Child Safe Organisations Act 2024* requires us to:

1. promote the safety of children (s13)
2. promote the prevention of child abuse (s13)
3. promote the proper response to allegations of child abuse (s13)
4. monitor the implementation and enforce compliance with the child safe standards and universal principal (s13)
5. administer, monitor and enforce compliance with the reportable conduct scheme (s40).

### VISION

Every Queensland child is loved, respected, and has their rights upheld

### PURPOSE

To influence change that improves the safety and wellbeing of Queensland's children and their families

### OUR PRIORITIES

1. We shape system performance in the best interests of children and their families by producing rigorous analysis and evidence-based advice.
2. We advance the rights, safety and wellbeing of children by collaborating with organisations, entities and individuals.
3. We increase opportunities for children and families to influence decisions that affect their lives.
4. We support Aboriginal and Torres Strait Islander children to grow up strong in their identity, culture, and community, free from systemic racism and discrimination.
5. We ensure Queensland organisations meet their obligations to safeguard children and prevent abuse through the strategic use of our regulatory powers.
6. We exhibit excellence in governance, performance and organisational culture.

### OUR VALUES

Respectful and inclusive

Collaborative and engaged

Objective and courageous

Excellence

### Our commitments

- We are committed to being a Child Safe Organisation.
- We are committed to ensuring the interests of Aboriginal and Torres Strait Islander peoples are adequately and appropriately represented.
- We are committed to advancing the rights of children and their families.

### Our opportunities

- Expand engagement with young Queenslanders from all backgrounds and geographical locations to further inform decisions impacting their lives
- Reaffirm the role and responsibilities of family, community, government and service providers in protecting children's rights
- Strengthen the Commission's role as a source of advice and expertise on issues impacting the rights, safety and wellbeing of children and young people
- Engage with non-government service providers to enhance our oversight of the child and family support system.

### Our risks

- Insufficient government engagement and responsiveness
- Incomplete or unreliable data, which weakens the credibility of our views and policy recommendations
- Maintaining public and stakeholder trust
- Resistance to change within service systems that slows the implementation of our recommendations
- Organisational growth and internal change within the Commission to successfully implement the Child Safe Organisations scheme.



Our priorities	 <p>We shape system performance in the best interests of children and their families by producing rigorous analysis and evidence-based advice</p>	 <p>We advance the rights, safety and wellbeing of children by collaborating with organisations, entities and individuals</p>	 <p>We increase opportunities for children and families to influence decisions that affect their lives</p>	 <p>We support Aboriginal and Torres Strait Islander children to grow up strong in their identity, culture, and community, free from systemic racism and discrimination</p>	 <p>We ensure Queensland organisations meet their obligations to safeguard children and prevent abuse through the strategic use of our regulatory powers</p>	 <p>We exhibit excellence in governance, performance and organisational culture</p>
Our approach	<ol style="list-style-type: none"> <li>1. We conduct evidence-based reviews, integrating data, lived experience, research findings and stakeholder insights to track trends, assess system performance, identify areas for improvement, and strengthen system accountability.</li> <li>2. We proactively contribute to government reforms by presenting outcome-focused policy options, producing detailed submissions, and making impactful recommendations.</li> <li>3. We operate strong monitoring frameworks and deploy our analytical capabilities to produce high-quality intelligence for decision-makers, system leaders and the community.</li> <li>4. We bring a holistic consideration of the socio-ecological factors impacting families in Queensland and we transparently target our oversight, advocacy and advice to areas where we can have the greatest impact.</li> <li>5. We enhance public understanding of system performance through clear communication, parliamentary submissions and media engagement, and we ensure information is accessible to children and families.</li> </ol>	<ol style="list-style-type: none"> <li>1. We foster and invest in long-term, trusted partnerships with community organisations, research institutions and statutory agencies to drive systemic change through regular formal and informal communication, resource sharing, and joint initiatives.</li> <li>2. We invite broad participation in our work, and its promotion, by working with partners that will leverage and communicate our findings and contribute to the public discourse to shape societal attitudes and inform best practice.</li> <li>3. We use our unique position to convene multi-sector participation, and we coordinate expertise through advisory councils, research partnerships and cross-sector working groups to develop evidence-based policy and service reforms.</li> <li>4. We equip and empower institutions and sectors to embed child safeguarding practices and support sector regulators and leaders to produce education resources and tailored support that uplifts the culture of child safeguarding.</li> <li>5. We draw on our relationships to stay at the forefront of best practice, identify innovation, implement performance frameworks, track progress, and share insights.</li> </ol>	<ol style="list-style-type: none"> <li>1. We celebrate and promote the achievements of young people and families, reinforcing their role in shaping their communities and amplifying their positive contributions to Queensland.</li> <li>2. We create opportunities for children, young people and their families to have direct engagement with policy and decision makers and to contribute to evaluations, reforms and program design.</li> <li>3. We invest in work that increases community understanding of children's rights, including how young people can advocate for themselves through accessible, youth-friendly communication.</li> <li>4. We strengthen the capacity of government and community organisations to listen to, act on, and be accountable to the views of children and families and we monitor and track how government is embedding the voices of children, young people and families in their reforms.</li> <li>5. We draw on feedback from children, young people and families to enhance our engagement effectiveness to improve how children and families influence decisions.</li> </ol>	<ol style="list-style-type: none"> <li>1. We proactively identify and highlight the dynamics and drivers of over-representation, and help others understand and address the causes and situational influences impacting First Nations children.</li> <li>2. We support First Nations children and families to know and exercise their rights, participate in decision making, and contribute to solutions that are aligned to their identities and aspirations.</li> <li>3. We prioritise and invest in First Nations-led solutions through respectful engagement with Elders, cultural authorities and community-controlled organisations that ensures culturally appropriate and self-determined solutions.</li> <li>4. We promote the strengths of Aboriginal and Torres Strait Islander families, communities and community controlled organisations, and advocate for their full participation and control in decisions—to ensure the best interests of every child are met.</li> <li>5. We strengthen our organisational culture by actively increasing our Aboriginal and Torres Strait Islander workforce across all functional areas and embedding approaches that help staff partner with, and respond to the views and voices of, Aboriginal and Torres Strait Islander peoples.</li> </ol>	<ol style="list-style-type: none"> <li>1. We provide clear guidance to support organisations proactively meet their legal obligations and understand our regulatory approach for the Child Safe Organisations and Reportable Conduct schemes.</li> <li>2. We apply a data-driven and risk-based approach to focus proactive regulation where it will have the greatest impact in preventing harm.</li> <li>3. We operate a risk-based methodology to respond to concerns and investigate matters appropriately, proportionately and professionally.</li> <li>4. We operate a framework of collaborative regulation and proactively share information with other organisations and regulators to ensure Queensland's safeguarding system is optimised.</li> <li>5. We demonstrate transparent public accountability in the use of our regulatory powers and apply assurance mechanisms that ensure alignment between the law and our regulatory policy, practices and enforcement actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. We operate robust governance, risk, assurance, and internal policy frameworks that enhance accountability and trust in our operations and compliance with state and federal laws.</li> <li>2. We foster and develop a high-performing, adaptive and culturally safe workforce through targeted recruitment, training and career development supported by strong people leadership, and we practice and promote staff wellbeing and workplace participation approaches.</li> <li>3. We embed culturally safe and responsive design practices ensuring representation and leadership opportunities for First Nations peoples, and people with a culturally and linguistically diverse background, and demonstrate leadership in Universal Principle implementation.</li> <li>4. We translate legal and compliance requirements into practical policies, training modules and tools that empower our staff to meet their obligations, while creating a high-performing culture where innovation, learning and wellbeing drive a positive workplace culture.</li> <li>5. We leverage digital transformation, adaptive resources and facilities, and innovative practices to improve service delivery, information security and accessibility for our stakeholders.</li> <li>6. We invest in data-driven internal performance monitoring, and proactive client and community feedback to transparently report on our performance.</li> </ol>
Our intent	<p>We envision a future where government and the sector actively seek our advice, engage us early, and act on our recommendations to deliver measurable change for Queensland's children and families. Our oversight will be focused, transparent and inclusive. Reform progress will be openly monitored, with strong feedback loops that build public confidence and improve access to support and services.</p>	<p>We aim for a future where agencies committed to children's safety and wellbeing work together to improve outcomes. Agencies will proactively engage with us to shape practical, impactful advice. Our partners will share in our success as we publish and share information that invites participation, fosters influence, and amplifies our collective impact for Queensland's children and families.</p>	<p>We envision a future where children, young people and families are empowered to shape decisions that affect them. Their voices will be respected, visible in policies and services, and supported through safe, inclusive, and compensated engagement. Participation will be embedded across systems, enabling leadership, building capacity, and ensuring children and families are recognised as valued partners in Queensland's future.</p>	<p>We aim for a future where the drivers of over-representation in statutory systems no longer exist, and harmful influences on First Nations children are dismantled. Self-determination, healing, dignity and respect for Aboriginal and Torres Strait Islander peoples will underpin government and society. Our culture will reflect the values of the communities we serve.</p>	<p>We aim to build a future where Queensland's organisations embed child and cultural safety as core practice, not just compliance. The Commission will lead with clear guidance and trusted enforcement. Through collaboration, accountability and transparency, we will drive a shift to prevention, ensuring risks are addressed early and children's safety, wellbeing and best interests are consistently prioritised.</p>	<p>We strive for excellence in governance, performance, and culture. With ethical leadership and transparent decision making, we will deliver ambitious goals linked to community benefit. Inclusive systems will drive learning and accountability. Our people will be empowered to contribute boldly and authentically. Success means proud, diverse voices shape our work, and we thrive together in pursuit of our vision.</p>