

Queensland **Family and Child** Commission

# Strategic Plan

2022–2026

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



QUEENSLAND  
**Family & Child**  
Commission



Queensland  
Government





# Message from the Commissioners

## Commissioner Luke Twyford

The Queensland Family and Child Commission (the Commission) exists to ensure every Queensland child is loved, respected, and has their rights upheld. As a small statutory body, we serve as a trusted voice for Queensland's children and families, and we seek to influence meaningful and lasting change.

The *Queensland Family and Child Commission Strategic Plan 2022–2026* (the Plan) outlines our commitment to improving outcomes and preventing harm through rigorous oversight, thought leadership, and strong collaboration across the government and community systems that impact the lives of Queensland's families. We advocate for coordinated, whole-of-government responses that strengthen the child protection and youth justice systems. Through our regulatory role, we strive to ensure that organisations meet their responsibilities to protect children — not through compliance, but by enabling a shared commitment to the safety of every child. To assess this, and our own performance, we are always informed by the experiences of children, families, carers, and frontline workers.

As a contemporary and inclusive organisation, we will uphold the principles of self-determination, cultural integrity, and partnership in everything we do and we will foster a workplace culture where our people feel empowered, valued, and motivated. Our effectiveness will be measured not only by the advice we provide, but by the impact we make—through influence, collaboration, and a shared vision for a safer, stronger future for Queensland's children and their families.

## Commissioner Natalie Lewis

My vision is that Aboriginal and Torres Strait Islander children grow up strong in their identity, culture, and community, free from systemic racism and discrimination. They are safe, nurtured, and thriving in their families, with systems designed to support, not separate. They know and exercise their rights, participate in decision-making, and contribute to solutions that are aligned with their identities and aspirations.

By empowering children and young people to participate in decision-making, advocating for culturally safe policies, addressing root causes, and monitoring systems, we can address systemic inequities and create relevant and lasting change.

The Office of the Aboriginal and Torres Strait Islander Children's Commissioner (OATSICC) offers a unique value proposition based on our mandate, knowledge of lived and living experience, and systems insight. We bring a distinctive voice that bridges government accountability and grassroots advocacy for Aboriginal and Torres Strait Islander children. We operate as a credible convener between civil society and government and between children, young people and decision-makers.



# Introduction

The Queensland Family and Child 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:

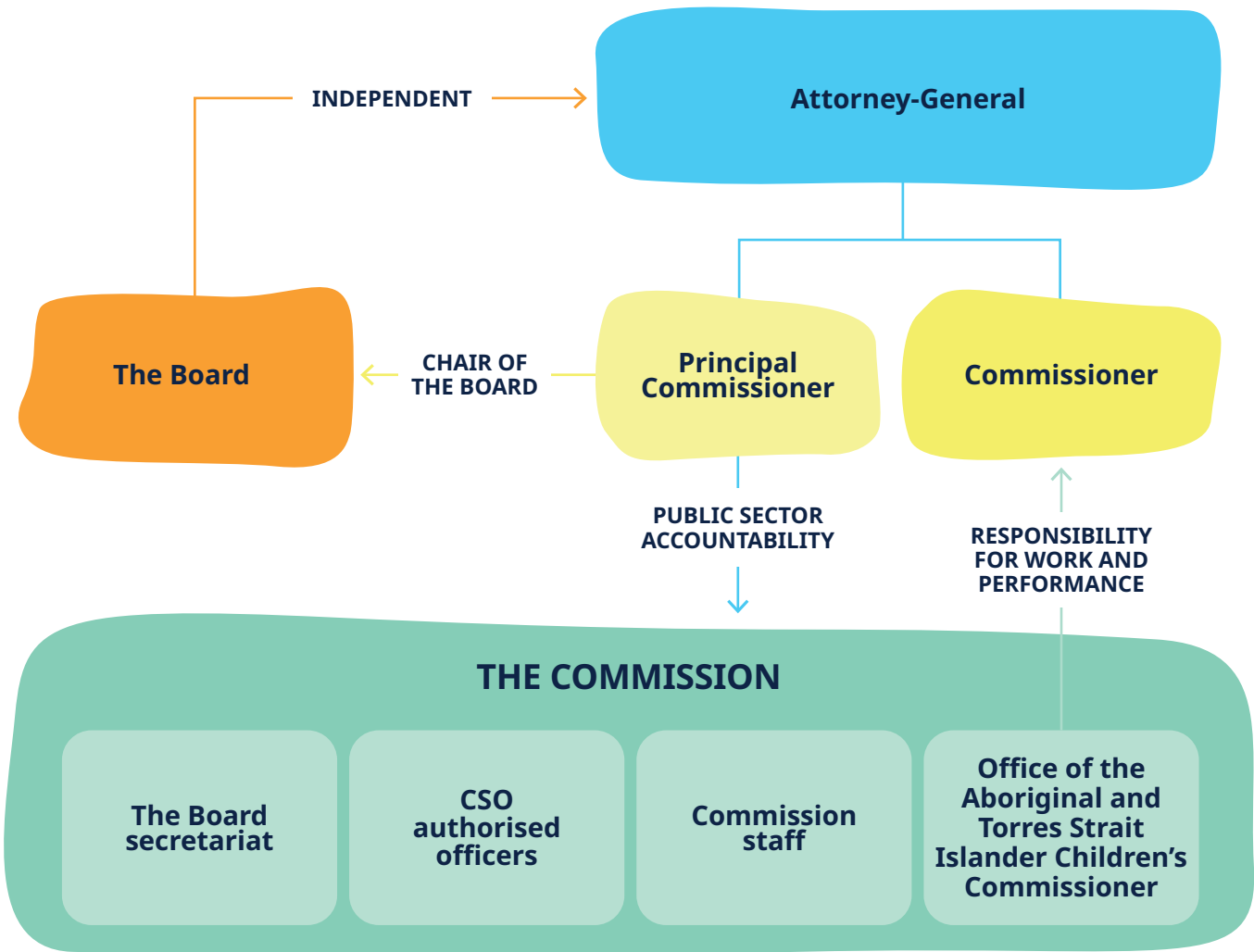
- 1. promote the safety of children (s13)
- 2. promote the prevention of child abuse (s13)
- 3. promote the proper response to allegations of child abuse (s13)
- 4. monitor the implementation and enforce compliance with the child safe standards and universal principal (s13)
- 5. administer, monitor and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

The Family and Child Commission Act establishes two Commissioners and the Commission as three separate entities. The Board is established as a fourth separate entity.

There is great strength to having two Queensland Family and Child Commissioners. Through its two distinct Commissioners the Commission benefits from broader experiences and skillsets. While the Commissioners share core roles and obligations there is a clear distinction between their responsibilities. The Principal Commissioner has an additional function “to control the commission” (s19). This means the role holds accountability for the operation of the Commission, including meeting the requirements of public sector laws, policies and directives. The Principal Commissioner also has functions related to the Child Death Register (s25–26) and one Commissioner must be the Chair of the independent Child Death Review Board (s29W).

To strengthen operational clarity and support the role of the Commissioner, the OATSICC has been established. This administrative arrangement provides a dedicated structure that supports greater First Nations focus, enabling the Commissioner to exercise their independent functions effectively while ensuring alignment with public sector laws, the Commission’s legislative mandate and strategic objectives.

The establishment of the OATSICC enables the Commissioner to maintain a dedicated focus on both First Nations children and child rights more broadly, driving systemic change, influencing policy, and strengthening government accountability. These arrangements lay the groundwork for the OATSICC’s future, consistent with the national minimum requirements for the establishment of independent, empowered and appropriately resourced commissioners for Aboriginal and Torres Strait Islander children, delivering on Action 7(a) of the *Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan 2023–2026*.



This Plan reflects the **shared vision, values and priorities** of the Commission. It aims to bring clarity to the complex and interconnected arrangements that guide our work to ensure every child is loved, respected, and has their rights upheld.

**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 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 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**

**Collaborative and engaged**

- We listen to and act on the unique insights of children, young people, their families to create change.
- We share expertise, knowledge and advice and build a common understanding recognising that those in the system often have the strongest insights on system performance.
- We work with others for holistic solutions.
- We recognise successful change will be achieved by others and that our role is to provide evidence, innovative solutions and momentum for change.

**Respectful and inclusive**

- We embrace diversity and advanced equity.
- We embed cultural safety in our workplace, decisions, interactions and practices.
- We invest time to build respectful relationships.
- We respect the dignity of children and families in our work.

**Objective and courageous**

- We use our position and our voice responsibly and in the best interests of children and families.
- We recognise First Nations knowledge as critical to truth-telling, decision-making, and creating systems that are inclusive, and grounded in Country, culture, and community.
- We apply rigour and integrity to our work and proactively seek critique and feedback.
- We use facts to form our recommendations, positions and advocate based on the evidence we collect.

**Excellence**

- We are driven to achieve meaningful and measurable improvement.
- We embrace change and new ideas and are agile in response to emerging issues.
- We take an evidence-based approach, grounded in best practice.
- We have a clear focus on what matters and how we create value.
- We invest in our workforce and encourage innovation.



## Focus populations

Whilst we bring a broad lens to our work, we know we will have the greatest impact and influence by focusing on those families and children who are most in need, and most greatly impacted by government service delivery.

The Commission defines a family as any household containing two or more generations connected by biological, legal, emotional, or social bonds, who provide mutual support, care and a sense of belonging to each other.

The experiences of five groups are prioritised in our work:

## 1 Families exposed to the child protection system

## 2 Children in out-of-home care and their carers

### 3 Families involved in the youth justice system

## 4 First Nations families

**5 Families and children experiencing specific vulnerabilities or who have high contact with government systems including:**

- parents or children living with a disability
- parents or children experiencing poor mental health
- parents or children experiencing domestic, sexual or family violence
- parents or children experiencing housing instability or homelessness
- parents and children experiencing poverty
- parents or children with reduced access to services (including those living in rural and remote areas)
- parents or children with problematic substance use.

# The Commission's strategic architecture

This Plan, together with the OATSICC strategy, shapes the strategic frameworks and planning across the Commission.

The Commission uses the strategic architecture below to align our forward workplan with our overarching goal: driving meaningful systemic change that prioritises the safety and wellbeing of Queensland's children and their families. This approach ensures clear alignment from our vision through to team workplans, projects, and individual tasks.



**1. We shape system performance in the best interests of children and their families by producing rigorous analysis and evidence-based advice**

The Commission plays a key role in overseeing Queensland’s child protection system including the support and prevention services that help keep families strong. Our goal is to identify improvements to laws, policies, programs and services that lead to better outcomes, and to monitor reforms and recommendations to ensure continuous improvement.

Through our oversight and engagement work, we provide assurance to the community that government agencies and funded services are meeting their responsibilities. We present facts clearly and transparently to the Parliament, the sector and the community and we contribute to decision-making processes by making submissions that promote evidence and elevate the voices of those with lived experience.

Our oversight and advocacy work plays a vital role in informing government decisions and driving long-term, systemic improvements, supported by strong, collaborative relationships with our stakeholders.

**OUR APPROACH**

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.
2. We proactively contribute to government reforms by presenting outcome-focused policy options, producing detailed submissions, and making impactful recommendations.
3. We operate strong monitoring frameworks and deploy our analytical capabilities to produce high-quality intelligence for decision-makers, system leaders and the community.
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.
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.

**OUR INTENT**

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.





2. We advance the rights, safety and wellbeing of children by collaborating with organisations, entities and individuals

Creating better outcomes for Queensland's children and families takes shared effort across all systems and sectors. The Commission is uniquely positioned to bring together diverse voices to address key issues—but meaningful change depends on the attention, input and action of our partners. Collaboration in our work is therefore central to our success.

All stakeholders must work together to align legislation, policy, funding and service delivery in ways that truly benefit children and families. The systems we oversee are complex, and many experts across Queensland are already working to reduce risks to children. We value this expertise and actively partner with those closest to the issues, recognising they are often best placed to drive change. Ultimately, the Commission will be most effective when the evidence we collect and generate reaches the right people—those who can translate insights into action, implement meaningful change, and enhance the safety and wellbeing of children and families.

The Commission helps organisations strengthen their policies and practices to better protect children and support them to thrive. We also work with statutory agencies, peak bodies and our counterparts in other jurisdictions to pursue shared objectives and deliver greater impact through collaboration.

OUR APPROACH

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.
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.
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.
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.
5. We draw on our relationships to stay at the forefront of best practice, identify innovation, implement performance frameworks, track progress, and share insights.

OUR INTENT

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.





3. We increase opportunities for children and families to influence decisions that affect their lives

All children and families have the right to be involved in decisions that affect their lives. Children and young people play an important role in shaping Queensland's future, and better outcomes are achieved when they and the people close to them—parents, carers, siblings, and extended family—are part of the decision-making process. Every family deserves to be heard, and we place strong emphasis on understanding the experience of parenting.

Empowering children and families to share their stories is central to our work. It ensures our insights are accurate and meaningful, and it helps others feel seen and supported. We are committed to amplifying these voices across everything we do. We also encourage all decision-makers to actively include the perspectives of those with lived experience—because the challenges faced by children, families, carers and frontline workers cannot be fully understood or addressed without their input.

OUR APPROACH

- 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.
- 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.
- 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.
- 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.
- 5. We draw on feedback from children, young people and families to improve our engagement effectiveness to improve how children and families influence decisions.

OUR INTENT

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.





#### 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

**The Commission recognises the rich and resilient cultures that continue to sustain and strengthen Aboriginal and Torres Strait Islander peoples. We respect the right to self-determination and demonstrate leadership in recognising the critical importance of continuing connection to kin, Country and culture in the lives of Aboriginal and Torres Strait Islander peoples. We recognise that healing, dignity and respect are all fundamental elements needed to improve outcomes and relationships.**

We recognise the significant disparities and challenges experienced by Aboriginal and Torres Strait Islander peoples. First Nations children and young people continue to be disproportionately represented in statutory child protection and youth justice systems in Queensland and across Australia.

##### OUR APPROACH

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.
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.
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.
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.
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.

##### OUR INTENT

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.





5. We ensure Queensland organisations meet their obligations to safeguard children and prevent abuse through the strategic use of our regulatory powers

Keeping children safe is at the heart of what we do. We oversee the *Child Safe Organisations Act 2024*, making sure organisations embed the *Child Safe Standards* and the *Universal Principle*, and have systems in place to respond to reports of child harm and abuse by their employees.

The Commission has enforcement powers to ensure organisations meet their responsibilities. We can share critical information to reduce risk, and take action when standards are not met. By monitoring compliance and addressing failures, we strengthen Queensland’s capacity to prevent harm and protect children. While our focus is on prevention, education and collaboration, we will act decisively when children’s safety is at risk. We are committed to using every tool available to ensure children in Queensland are safe, protected and supported.

OUR APPROACH

- 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.
- 2. We apply a data-driven and risk-based approach to focus proactive regulation where it will have the greatest impact in preventing harm.
- 3. We operate a risk-based methodology to respond to concerns and investigate matters appropriately, proportionately and professionally.
- 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.
- 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.

OUR INTENT

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.





6. We exhibit excellence in governance, performance and organisational culture

We are committed to embedding a culture of continuous improvement. Robust corporate governance and efficient systems form the foundation of the Commission's effectiveness, ensuring transparency, compliance and ethical decision-making. Robust governance structures clarify roles and responsibilities, mitigate risks, and protect the integrity of financial and operational processes. As a public sector agency, maintaining public trust and demonstrating responsible resource stewardship is paramount. Efficient systems, including streamlined workflows and integrated data management, enable the Commission to respond to changing demands while minimising inefficiencies. By aligning strong governance with operational excellence, the Commission can confidently pursue its purpose while adapting to challenges and driving continuous improvement.

As a small organisation, that will be transformed through the lifecycle of this Plan, each individual's contributions significantly shape organisational culture and effectiveness. The scale of the Commission necessitates a balance between interpersonal collaboration and structured operational processes to maintain agility and sustainability. For the Commission to operate efficiently, strategic outsourcing and external partnerships are essential, requiring staff to shift from direct implementation to skilled facilitation of external expertise. Additionally, the Commission must prioritise workforce wellbeing, as exposure to distressing subject matter poses emotional and psychological challenges.

OUR APPROACH

- 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.
- 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.
- 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.
- 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.
- 5. We leverage digital transformation, adaptive resources and facilities, and innovative practices to improve service delivery, information security and accessibility for our stakeholders.
- 6. We invest in data-driven internal performance monitoring, and proactive client and community feedback to transparently report on our performance.

OUR INTENT

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.





## Our explicit commitment to being a Child Safe Organisation

The Commission is committed to ensuring the safety, wellbeing and cultural safety of children and young people. We will embed the Universal Principle and Child Safe Standards into our work.

Our role in protecting and promoting children's rights, including the right to be safe from all forms of harm, places a particular responsibility on us to be child safe and child-friendly in the way we work. The Commission commits to ensuring that:

1. child safety and wellbeing are embedded in our leadership, governance and culture
2. children and young people are informed about their rights, are able to participate in decisions we make that affect them and that we take their views seriously
3. families and communities are informed and involved in promoting child safety and wellbeing
4. equity is upheld and diverse needs respected in policy and practice
5. our people working with children and young people are suitably qualified and supported to reflect child safety and wellbeing values in practice
6. our processes to respond to complaints and concerns are child-focused
7. our staff and volunteers are equipped with the knowledge, skills and awareness to keep children safe through ongoing education and training
8. our physical and online environments promote safety and wellbeing and minimise the opportunity for children and young people to be harmed
9. our implementation of the Child Safe Standards is regularly reviewed and improved
10. our policies and procedures document how we are safe for children and young people.

## Our explicit commitment to Aboriginal and Torres Strait Islander children and their families

The Commission acknowledges that as a public sector organisation we have a unique role and obligation to reframe relationships and recognise, promote and respect the importance of self-determination for Aboriginal and Torres Strait Islander peoples. The Commission commits to:

- recognising and honouring Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland
- engaging in truth-telling about the shared history of all Australians
- recognising the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination
- promoting cultural safety and cultural capability at all levels
- working in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives, in particular when making decisions directly affecting them
- ensuring the workforce and leadership of the Commission is reflective of the community we serve
- promoting a fair and inclusive workplace that supports a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples
- supporting the aims, aspirations and employment needs of Aboriginal peoples and Torres Strait Islander peoples and the need for their greater involvement in the public sector.





## Our explicit commitment to advancing the rights of children

Queensland is a human rights jurisdiction and the *Queensland Human Rights Act 2019* affirms that families are the foundational unit of society, deserving of protection and support from both society and the state. In alignment with this principle, every child is entitled, without discrimination, to the protection necessary to ensure their wellbeing and best interests, recognising their inherent rights as children.

The *Child Protection Act 1999* ensures that children in care are entitled to protection, care and support that upholds their safety, wellbeing and best interests. Children in care have the right to maintain meaningful relationships with family and community, where safe and appropriate, and to be supported in their cultural and personal identity. The Act declares that every child in care must have their voice heard in decisions affecting them, ensuring their rights and needs are at the centre of all child protection practices. Parents are also supported to participate in decisions about the most appropriate interventions and their involvement in the child's life and care.

The Commission is committed to leading a family and child rights agenda in Queensland and to assist others to integrate a rights approach. This approach recognises that all rights are underpinned by the following four key principles:

1. devotion to the best interests of the child
2. the right to life, survival and development
3. respect for the views of the child
4. non-discrimination.

We will continue to keep the rights of families and children at the centre of our approach, and we will work with organisations to do the same. To achieve this, we will support the development of a comprehensive framework for Queensland legislation, policy and programs to promote and protect the rights of children and young people.

# Implementation and accountability

This Plan is deliberately ambitious in capturing the unique role and functions of the Commission. To continuously improve our performance and ensure accountability, we will:

- develop annual operational work plans that prioritise and detail the specific projects that will achieve our strategic objectives
- publicly report against this Plan and use it as a framework for our annual reporting to the Queensland Parliament
- focus on continuous improvement, including by engaging clients, staff and stakeholders in feedback on our strategic activities
- use clear reporting as a mechanism for stakeholders to learn about and contribute to our activities, achievements and efforts.

## Managing risks to achieve our strategic objectives

Successfully achieving our strategic objectives depends on our ability to effectively identify, mitigate, and manage key risks that could hinder progress. Without addressing these challenges, our ability to influence policy, drive system improvements, and advocate for meaningful reforms could be compromised. By proactively managing these risks, we can ensure our work remains credible and aligned with the best interests of Queensland's children, young people and their families.

Proactive risk management is an essential part of the Commission's leadership capability so that we maintain momentum, credibility and effectiveness. Our key strategic risks and mitigations are:

1. **Insufficient government engagement and responsiveness:** If decision-makers do not actively seek or act on our advice, our ability to influence policy and drive systemic change will be limited. To mitigate this, we must strengthen our relationships with policy and decision makers, clearly

demonstrate the value of our insights, and ensure our recommendations are actionable and evidence-based. Additionally, leveraging media and public engagement will create an environment for change and reform.

2. **Incomplete or unreliable data, which weakens the credibility of our views and policy recommendations:**

Inaccurate or fragmented data collection could lead to a misinformed advocacy agenda. To address this, we must advocate for improved data and data-sharing agreements, invest in robust analytical capabilities, and collaborate with research institutions and community organisations to ensure data is comprehensive, accurate and reflective of lived and living experience.

3. **Public and stakeholder trust:** If our work is perceived as biased, ineffective or disconnected from the communities we represent, engagement will decline, and our advocacy efforts will lose momentum. Maintaining transparency, actively involving children, young people, families and frontline workers, and ensuring our work is culturally responsive will be key to maintaining credibility and trust.

4. **Resistance to change within service systems that slows the implementation of our recommendations:** Progress toward reform can be slowed by competing priorities or reluctance to adopt new approaches. To support effective change, we will work closely with government, present compelling evidence that highlights the benefits of reform, engage in constructive dialogue with system leaders, align our work with the broader strategic environment, and provide organisations with practical guidance, tools, and capacity-building initiatives to assist with implementation.



**5. Organisational growth and internal change within the Commission to successfully implement the Child Safe Organisations scheme:**

Rapid growth without effective and supportive change management can lead to operational inefficiencies, staff burnout and misalignment with our strategic objectives. As the Commission's role and scale of operations expands it must ensure that internal structures, processes and workforce capabilities evolve accordingly. The Commission must invest in strong leadership, clear communication and comprehensive change management strategies that support staff adaptation, maintain organisational culture and ensure that new responsibilities are integrated clearly. Providing staff with training, resources and clear frameworks will be essential in maintaining high performance and ensuring that we uphold the Child Safe Standards while effectively delivering on our broader mandate.

By anticipating and addressing these risks, we can strengthen the impact of the Commission's work, ensure our advocacy leads to meaningful reforms, and ultimately improve outcomes for children and families in Queensland.

## Performance

Measuring our success can be challenging given our role is defined by how much and to what extent we can influence, our success can be challenging to measure. The ultimate results of our projects and programs are often achieved over long periods of time and are nearly always delivered by others in an environment where many entities have contributed to change.

Measuring our impact and advocacy effectiveness is fundamental to understanding whether we are truly influencing system change. Our ability to build trusted partnerships, foster meaningful collaboration, and drive sector-wide improvements depends on this continuous cycle of measurement, reflection and refinement.

Through this Plan, the Commission is strengthening its commitment to continuous improvement by enhancing how we monitor and evaluate our own performance. A specific output from this Plan will be a Commission Performance Framework that will include measures designed to calculate our impact.

The Commission's Performance Framework will include indicators targeting:

- the cost and timeliness of our activities and productivity
- the reach, engagement, and influence of our work
- the quality, accuracy and relevance of our work
- client and stakeholder views of the utility and effectiveness of our work
- the size, scale and benefits of system change resulting from our work.

Metrics such as the adoption of our policy recommendations, the reach of our public awareness campaigns, and the participation of children and families in decision-making processes can reflect our ability to shape legislation, amplify community voices, and create an environment where children's rights are upheld.

The Commission's commitment to transparency, accountability and evidence-based decision-making ensures that our impact is not only felt but also evaluated and strengthened for the future.







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