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Commission for  
children and young people  
and child guardian

# Strategic Plan 2012-16

## Our Purpose

The Commission's mandate is to promote and protect the rights, interests and wellbeing of children and young people<sup>1</sup> in Queensland.

In accordance with the State Government's objective for the community to restore accountability in government, the Commission's work provides a child focused, external accountability mechanism that enables the community to have robust, independent oversight of the child protection and youth justice systems, and organisations providing regulated services to children.

The Commission ensures effective mechanisms are in place to provide children in out-of-home care with a voice in matters affecting their lived experiences.

## Our Independence

The Commission is an independent statutory body established under the *Commission for Children and Young People and Child Guardian Act 2000*. The Commission's operations and decisions are independent of any Minister, government department or other agency.

## Our Values

**INTEGRITY** (Our ethical principles)  
**LEADERSHIP** (Our ability to make a difference)  
**INNOVATION** (Our ability to do our work better)  
**COLLABORATION** (Our ability to work with others)

## Commissioner's Message

The Commission has a broad mandate to promote and protect the rights, interests and wellbeing of all Queenslanders under 18, particularly those most vulnerable.

The work of the Commission contributes towards preventing abuse and neglect within care environments by focusing services towards improving outcomes for children, promoting awareness of areas of vulnerability for children, and, through the blue card system, helping prevent inappropriate people from working with children in regulated service environments.

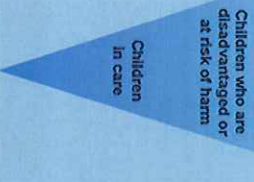
The Commission's functions and objectives continue to evolve within its legislative mandate in response to the changing needs of children and system improvements. The Commission's work provides the community with a reliable evidence base about critical development outcomes for children across the State.

Ensuring the benefits for children are realised from investments in developmental activities and support programs remains a key focus of the Commission's advocacy in Queensland.

The Commission will continue to achieve its mandate by:

- Rigorous, independent and cost-effective scrutiny of services provided to children
  - Regularly visiting and speaking with children in care to assess their wellbeing, and resolve and/or investigate their concerns
  - Advocating on change to address systemic issues facing children, including providing early alerts of potential systemic issues
  - Administering the blue card system, including the daily monitoring of blue card holders for changes in criminal history
  - Publishing evidence-based reports and policy position papers to enhance service delivery and influence policy development
  - Listening to and advocating for improved outcomes for children, particularly those who are vulnerable or disadvantaged
  - Working with stakeholders to share information and collaborate on key strategies
- The Commission acknowledges the following key challenges within its jurisdiction:
- The number of children requiring out-of-home care continues to increase
  - Aboriginal and Torres Strait Islander children continue to experience significant disadvantage across a range of areas
  - The need for enhanced prevention and early intervention services to assist families and children, including services to address neglect
  - The complexity of responses required to reduce the increasing number of risks facing children
  - Promoting inter-jurisdictional consistency and best practice on matters related to the safety and wellbeing of children
  - Independently verifying the safety and wellbeing of 17 year olds in Queensland adult correctional facilities
  - Improving outcomes for young people transitioning to independent living

## Evidence-based Advocacy



**Focus of CCYPCC**  
 Influencing to promote and protect the rights, interests and wellbeing of...

All Queenslanders under 18 (including those in regulated service environments)

**General reporting, advocacy, and administration of the blue card system**

Provide evidence-based advice to inform policy development and improve service delivery.

Screen and monitor people who seek work in organisations regulated by the blue card system and work with those organisations to promote compliance with their regulatory obligations.

**Research and advice**

Conduct and support high-quality evidence-based research to inform and influence understanding on matters affecting children, particularly those most vulnerable.

**Visiting, complaints resolution, audits, systemic review, reporting and advocacy**

Oversee child protection and youth justice systems. We do this through statutory functions which enable the analysis of system-wide information and own-sourced data on the circumstances of children visited and monitored.

Resolution of children's issues and systemic analyses through audits, the Views of Children and Young People surveys and Child Guardian reports.

Issue blue cards, daily monitoring of criminal history change and educate service providers on their legislative obligations.

Publication of data, trends and issues and research on preventable deaths and injury to influence key decision makers.

Engaging directly and independently with children in care, through regular visits by Commission Community Visitors and Views surveys provides children with a voice and enables their issues to be identified and resolved.

The Commission's advocacy work directly promotes children's best interests within specific contexts, and builds government and community capacity to act positively.

Approximately 500,000 applicants and blue card holders are available to work in child-regulated employment and are monitored on a daily basis, contributing to safer service environments.

Gives voice to children who are disadvantaged, vulnerable or have no appropriate person to act on their behalf.

Unified, evidence-based action leads to the best outcome for children e.g. policy and legislation that has catered to their specific needs and vulnerabilities.

The safety of children has been increased by requiring over 100,000 organisations to develop strategies to protect the children in their care. Further, over 5,500 individuals with inappropriate criminal histories have been prevented from providing child-related services since the inception of the blue card system.

Evidence-informed projects and trends analyses undertaken by the Commission identifies opportunities to improve the safety and wellbeing of children who are disadvantaged or at risk of harm.

On average, over 1,000 issues are dealt with and closed for children each month. Analysis of Views survey and service delivery data has confirmed the overall safety of children in care (89% report feeling safe) and has evidenced Commission priorities for service improvements.

<sup>1</sup> for the purpose of this plan, reference to children on this page includes young people under the age of 18 in Queensland





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# Our Objectives and Strategies

Our Vision	Our Objectives	Our Strategies	Our Key Performance Indicators
<p><b>A better life for Queensland children and young people</b></p>	<p>1 All children and young people in Queensland have their rights, interests, safety and wellbeing upheld and enhanced</p>	<p>1.1 Identify and promote engagement practices that support the participation of children and young people in policy development and matters that affect them</p> <p>1.2 Identify and share current and emerging trends, policy and research evidence about the needs, interests, wellbeing and rights of children and young people</p> <p>1.3 Enhance the safety of children and young people in Queensland through administering the blue card system and testing the level of compliance in regulated organisations</p> <p>1.4 Collaborate and work with relevant governments, organisations and the community on streamlining the blue card system and improving organisational accountability</p>	<p>KPI 1 Comparisons across key safety, wellbeing and participation indicators show Queensland children and young people are consistent with or better than other Australian states</p> <p>KPI 2 Organisations and businesses known to provide regulated services to children and young people comply with blue card system requirements</p> <p>KPI 3 The community values the contribution of the blue card system in creating safe service environments</p>
	<p>2 Children and young people who are disadvantaged or at risk of harm receive appropriate support and early intervention</p>	<p>2.1 Engage with children and young people who are disadvantaged or at risk of harm</p> <p>2.2 Raise awareness within the community about factors affecting children and young people who are disadvantaged or at risk of harm</p> <p>2.3 Develop and maintain strategic partnerships to address emerging issues for children and young people who are disadvantaged or at risk of harm</p> <p>2.4 Monitor proposed policy and legislative changes and advocate for evidence-informed, accountable action by governments, organisations and the community that improves outcomes for children and young people who are disadvantaged or at risk of harm</p>	<p>KPI 4 The gap between Queensland's disadvantaged children and young people and all Queensland children and young people with respect to national safety and wellbeing indicators closes</p> <p>KPI 5 Queensland's relative performance against other jurisdictions on the rate of entry into statutory systems is positive</p>
	<p>3 Effective child safety and youth justice systems that protect and support children and young people where statutory intervention is appropriate</p>	<p>3.1 Engage with children and young people in statutory systems to independently verify their safety and wellbeing and broker solutions when required</p> <p>3.2 Engage with Queensland children and young people in care to support their participation in the development of policy and practice that has regard for their views and experiences</p> <p>3.3 Assess and report on outcomes for children and young people reliant on statutory systems through targeted reviews and annual reports that assess the accountabilities and effectiveness of the system and intervention pathways</p> <p>3.4 Provide leadership on critical information about factors affecting the safety and wellbeing of children and young people requiring statutory intervention and work with strategic partners to address systemic improvements and greater accountability for outcomes</p>	<p>KPI 6 Children and young people in statutory systems and support facilities are safe and have their therapeutic, health, education, cultural and transitional needs met within prescribed timeframes</p> <p>KPI 7 Improvements are made to address recommendations in the Commission's systemic monitoring reports</p> <p>KPI 8 Children and young people's views are regularly captured and used to inform Commission advocacy on the effectiveness of the system</p>
	<p>4 A workforce which delivers on the Commission's vision</p>	<p>4.1 Implement the Workforce Capability Strategy</p>	<p>KPI 9 Staffing levels, skills and experience are adequate to pursue the Commission's agenda</p>
	<p>5 A Corporate Governance framework that supports the Commission to achieve its objectives</p>	<p>5.1 Maintain an effective corporate governance and risk framework</p> <p>5.2 Maintain financial performance in accordance with government requirements</p>	<p>KPI 10 Corporate Governance framework meets policy, fiscal and legislative requirements and promotes the achievement of the Commission's strategic objectives</p>