



COMMISSION FOR CHILDREN
AND YOUNG PEOPLE

Strategic Plan

2026–29





About the Commission

The Commission for Children and Young People is an independent statutory body that promotes improvement in policies and practices affecting the safety and wellbeing of Victorian children and young people.

We have a particular focus on Aboriginal children and young people and all children and young people in the out-of-home care and youth justice systems.

A photograph of two young girls smiling outdoors. The girl in the foreground has dark hair in a braid and is wearing a blue shirt. The girl behind her has dark hair and is wearing a green shirt. The background is a blurred outdoor setting with trees and a path.

Our vision

Children and young people in Victoria live safely and thrive, and their voices are heard, respected and acted on.

What we do

- Promote the interests, safety and wellbeing of children and young people.
- Amplify children and young people's voices and experiences to influence decision making and community understanding.
- Provide independent oversight of the systems that impact children and young people, particularly child protection, out-of-home care and youth justice.
- Drive improvement in policy, legislation and practice.

Our values

- We put the lived experience and rights of children and young people at the centre of everything we do, always engaging with respect and dignity.
- We are strong, considered and determined.
- We are transparent and accountable.
- We embrace the diversity of people, experiences and perspectives to strengthen our impact.
- We recognise the importance of our independence.
- We accomplish more when we work together.



Strategic Plan 2026–29

Priorities, strategies and what success looks like

Priority 1



Amplifying the voices and experiences of children and young people

Place the voices, experiences and rights of children and young people at the centre of the services that impact them.

Strategies

- Strengthen the involvement and impact of children and young people across the Commission's work.
- Promote meaningful engagement with children and young people across services and government through advocacy and leadership.
- Drive service improvements to respond to children's needs and strengthen their connection to family, culture and community.

What success looks like

- Children and young people's voices and experience shape the decisions that affect them across the Commission, government and service system.
- Children and young people are more connected, safe and included, with stronger recognition of their rights, culture and identity.



Priority 2



Shaping systems and driving better decisions

Advance understanding of the strengths and unique needs of children and young people to drive decisions and systemic change.

Strategies

- Provide trusted evidence and insights about what works to inform policy, practice and reform.
- Challenge harmful views and shape how children and young people are understood by government, media and the community.
- Influence policy, legislation and investment to recognise children and young people's strengths and potential.

What success looks like

- Government decisions are informed by the evidence about what works and respond to the needs of children and young people.
- Public conversations acknowledge children's rights, strengths and potential and the impact of systemic disadvantage.



Priority 3



Promoting earlier support

Promote earlier and coordinated service system approaches to support children and young people to thrive.

Strategies

- Drive the case for greater investment in prevention and earlier intervention.
- Strengthen coordinated, earlier responses across services for children, young people and families.
- Promote policy and practice that reduces children and young people's risk of entering statutory systems and increases connection, identity and belonging.

What success looks like

- Earlier intervention and key protective factors for children and young people are more visible in public policy, funding and service planning.
- Evidence is driving earlier, more coordinated responses for children, young people and families across services funded by the government.



Priority 4



Collaborating for impact

Promote connections across service systems and stakeholders to strengthen practice and improve outcomes.

Strategies

- Mobilise coordinated responses to significant issues impacting children and young people.
- Lift expectations and joint-accountability for systems to deliver safe, consistent and child-centred practice.
- Use evidence and data to promote continuous improvement and what works.

What success looks like

- Key partners working with children, young people and families are shifting entrenched issues together.
- Government and services use the Commission's evidence and advice to plan and improve systems.
- Diverse communities are leading and contributing to the evidence and system design.



Priority 5



Robust monitoring of service systems

Strengthen oversight of services that impact children and young people with a focus on child protection, out-of-home care and youth justice.

Strategies

- Drive systemic change to address the over-representation of Aboriginal children and other groups facing inequities in service systems.
- Deliver focused inquiries on priority issues and strengthen the impact of our monitoring activities.
- Drive accountability across systems including through monitoring the implementation of *Supporting Stable and Strong Families*.

What success looks like

- Timely insights into how child protection, out-of-home care, youth justice systems and other service systems are performing.
- Key risks and inequities in service systems are highlighted and addressed, particularly for Aboriginal children and other disproportionately impacted groups.





Our enablers



Strengthen the Commission's profile and accessibility so children, young people, families and communities across Victoria can easily engage with our work.



Grow the skills, knowledge and capability of our people so we can deliver on our statutory functions and maintain a high performing and engaged workforce.



Nurture a diverse, inclusive and respectful workplace and embed Aboriginal cultural safety and voice across all areas of the Commission's work.



Provide effective wellbeing supports for staff, recognising the difficult and often confronting nature of our work.



Promote organisational culture and practices that are transparent, proactive and solution-focused.



Develop and maintain strategic relationships and partnerships across government, the community, business and media to achieve our priorities.



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Our priorities



Priority 1

Amplifying the voices and experiences of children and young people

Strengthen the involvement and impact of children and young people across the Commission's work.

Promote meaningful engagement with children and young people across services and government through advocacy and leadership.

Drive service improvements to respond to children's needs and strengthen their connection to family, culture and community.



Priority 2

Shaping systems and driving better decisions

Provide trusted evidence and insights about what works to inform policy, practice and reform.

Challenge harmful views and shape how children and young people are understood by government, media and the community.

Influence policy, legislation and investment to recognise children and young people's strengths and potential.



Priority 3

Promoting earlier support

Drive the case for greater investment in prevention and earlier intervention.

Strengthen coordinated, earlier responses across services for children, young people and families.

Promote policy and practice that reduces children and young people's risk of entering statutory systems and increases connection, identity and belonging.



Priority 4

Collaborating for impact

Mobilise coordinated responses to significant issues impacting children and young people.

Lift expectations and joint-accountability for systems to deliver safe, consistent and child-centred practice.

Use evidence and data to promote continuous improvement and what works.



Priority 5

Robust monitoring of service systems

Drive systemic change to address the over-representation of Aboriginal children and other groups facing inequities in service systems.

Deliver focused inquiries on priority issues and strengthen the impact of our monitoring activities.

Drive accountability across systems including through monitoring the implementation of *Supporting Stable and Strong Families*.

Our strategies

What success looks like

Children and young people's voices and experience shape the decisions that affect them across the Commission, government and service system.

Children and young people are more connected, safe and included, with stronger recognition of their rights, culture and identity.

Government decisions are informed by the evidence about what works and respond to the needs of children and young people.

Public conversations acknowledge children's rights, strengths and potential and the impact of systemic disadvantage.

Earlier intervention and key protective factors for children and young people are more visible in public policy, funding and service planning.

Evidence is driving earlier, more coordinated responses for children, young people and families across services funded by the government.

Key partners working with children, young people and families are shifting entrenched issues together.

Government and services use the Commission's evidence and advice to plan and improve systems.

Diverse communities are leading and contributing to the evidence and system design.

Timely insights into how child protection, out-of-home care, youth justice systems and other service systems are performing.

Key risks and inequities in service systems are highlighted and addressed, particularly for Aboriginal children and other disproportionately impacted groups.



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