



Evaluation of the First Action Plans for the National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030

National Office for Child Safety, Attorney-General's Department

Final Evaluation Report - Appendices B-F

March 2026

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Appendix B Strategies, frameworks, and other mechanisms to support children and young people

B.1. National Strategy Monitoring and Evaluation Framework

The National Office developed the [National Strategy Monitoring and Evaluation Framework](#) (the M&E Framework) in 2024 to assess the progress of the National Strategy's objective and 62 activities under the 1AP. The M&E Framework tracks the progress of 1AP activities against their medium- and long-term outcomes (short-term outcomes are developed separately by the responsible Activity Leads). In doing so, it is intended to ensure that the implementation of activities is accountable and transparent.

B.2. Safe and Supported: National Framework for Protecting Australia's Children 2021–2030

At the national level, [Safe and Supported: National Framework for Protecting Australia's Children 2021–2031](#) (Safe and Supported) was introduced to reduce child abuse and neglect, and their intergenerational impacts. It builds on the National Framework for Protecting Australia's Children 2009–2020. The framework guides collaboration between governments, First Nations leaders, and community organisations across 4 priority areas: a national approach to early intervention, addressing over-representation of Aboriginal and Torres Strait Islander children in child protection systems, improving data and information sharing, and building workforce capability.

Safe and Supported is being implemented through [2 action plans](#), launched on 31 January 2023 and running until 2026.

B.2.1. National Plan to End Violence against Women and Children 2022–2032

Released in October 2022, the [National Plan to End Violence Against Women and Children 2022–2032](#) (the National Plan) is a nationwide framework guiding efforts to eliminate gender-based violence within a generation. It calls for collaboration across all parts of society to address the root causes and long-term impacts of violence.

The Plan is structured around 4 key areas:

- Prevention – addressing the social and cultural factors that enable violence, including harmful attitudes and systemic issues
- Early intervention – identifying and supporting individuals at risk of experiencing or perpetrating violence to prevent it from escalating or recurring
- Response – providing crisis services, justice system support, and intervention measures to assist survivors and hold perpetrators accountable
- Recovery and healing – supporting survivors in their long-term recovery, addressing physical, emotional, and economic impacts to reduce re-traumatisation.

To turn this vision into action, two action plans have been developed:

- First Action Plan (2023–2027) – lays out the initial steps for achieving the Plan's goals, setting priorities and defining responsibilities.
- [Aboriginal and Torres Strait Islander First Action Plan \(2023–2026\)](#) – developed in partnership with the Aboriginal and Torres Strait Islander Advisory Council, this plan focuses on reducing family, domestic, and sexual violence

experienced by First Nations people. It directly supports Target 12 of the National Agreement on Closing the Gap – By 2031, reduce the rate of overrepresentation of Aboriginal and Torres Strait Islander children in out-of-home care by 45%.

The Aboriginal and Torres Strait Islander Action Plan acknowledges the ongoing impacts of colonisation, intergenerational trauma, and systemic racism as key drivers of violence. It will work alongside the forthcoming National Aboriginal and Torres Strait Islander Family Safety Plan, which will provide a longer-term policy approach to improving safety outcomes.

B.2.2. Australia's Disability Strategy 2021-2031

[Australia's Disability Strategy 2021-2031](#) (the Disability Strategy) is the plan to make life better for people with disability by making Australia more accessible and inclusive. It builds on the first National Disability Strategy 2010-2020, and recognises that attitudes, practices and structures can be disabling and act as barriers to people fulfilling their potential and exercising their rights as equal members of the community. The Disability Strategy focuses on:

- employment and financial security
- inclusive homes and communities
- safety, rights and justice
- personal and community support
- education and learning
- health and wellbeing
- community attitudes.

B.3. National Children's Commissioner

The National Children's Commissioner monitors policy and legislation to ensure that the human rights of children are protected and promoted, and provides advice to government. The National Children's Commissioner plays a key role in:

- raising awareness of issues affecting children and young people
- undertaking research and education programs
- consulting with children and young people and representative organisations
- examining Commonwealth legislation, policies and programs relating to children and young people's human rights.

Appendix C Consultation guides

C.1. National Centre for Child Sexual Abuse Discussion Guide

Appropriateness of the design of the 1AP

1. How well do you think the design of the 1AP aligns with broader efforts to tackle child sexual abuse?
2. What aspects of the 1AP have been particularly effective or ineffective in addressing child sexual abuse? What design elements contributed to these outcomes?
3. Are there any gaps within the 1AP when considered alongside other actions being implemented to tackle child abuse? How can these be addressed in future?

Emerging outcomes from the National Strategy

4. What positive changes or outcomes have you observed that can be directly attributed to the implementation of the National Strategy so far?
5. Have there been any unintended impacts/consequences or challenges emerging from the National Strategy's design and implementation?

Recommended focus areas for the 2AP

6. Considering the progress and challenges identified with the 1AP, what should be the primary focus areas for the 2AP to enhance its effectiveness?
7. What specific actions or strategies would you recommend including in the 2AP to address any identified gaps or emerging issues from the current plan?

C.2. Activity Leads Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

2. Were you involved in the design of the 1AP activities? If so, what worked well, and what could be improved?
3. To what extent were evaluation artefacts considered during the design process?

Efficiency

4. Did you experience any challenges in delivering your activities within the allocated resources and timeframe?
5. What key enablers or barriers impacted the efficiency of implementation?

Implementation

6. How effective were you able to implement activities?
7. Were there adequate supports in place to assist activity leads during implementation?
8. What changes (if any) would you suggest to improve the implementation process in the future?

Effectiveness

9. To what extent did you achieve the intended outcomes of your activities?
10. Were there any unintended consequences from your activities?
11. How could effectiveness be improved in future plans?

Improvement opportunities

12. What lessons did you learn from the implementation of your activities?
13. How can the design and delivery of activities be improved in future action plans?
14. What support would you need to enhance the effectiveness of your role in future plans?

C.3. National Office Activity Leads Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

2. How were the objectives of the NAP and CAP translated into activities under your theme?
 - a. Were the objectives and goals clear from the outset?
 - b. How were the strategies designed to meet these objectives?
3. Were the activities under your theme aligned with the National Strategy?
 - a. How did you ensure this alignment?
 - b. Were there areas where the alignment could have been stronger? Please provide any examples if you feel comfortable doing so.

Efficiency

4. How did you manage resources (financial, human, material) during the implementation of activities?
 - a. Were there any significant constraints?
 - b. How did you overcome challenges related to resource allocation?
5. Were activities delivered on (a) time and (b) within budget?
 - a. What factors contributed to timely delivery?
 - b. Did you experience any challenges which impacted the timeliness of activities? If yes, are you able to elaborate on these challenges?
 - c. Were any activities re-prioritised, and why?

Implementation

6. How were the National Strategy values integrated into the activities under your theme?
 - a. Can you give examples of where these values were most evident?
 - b. Were there any challenges in embedding these values?

7. How did you use evaluation artefacts (e.g., program logic) to plan and evaluate activities?
 - a. Were these artefacts helpful in guiding implementation?
 - b. How could they be improved for future use? Please provide any examples you may have.

Effectiveness

8. To what extent were victims and survivors involved in planning and implementing activities?
 - a. How were their perspectives captured and used?
 - b. Did you face any barriers in engaging these groups (particularly groups with lived experience, and children and young people)? If yes, are you able to provide share how you overcame them or provide examples of how these barriers could be overcome?
9. What short-term outcomes have been achieved for your theme?
 - a. What evidence do you have to support these outcomes?
 - b. How have these outcomes contributed to the medium- and long-term goals?

Improvement opportunities

10. Were there any aspects of implementation that could have been improved?
11. What key lessons have you learned from implementing activities under your theme?
 - a. How could these lessons inform the next action plan?

C.4. National Office Strategy and Oversight Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

2. How effectively did the design of the 1AP support its intended outcomes?
 - a. Were the overarching objectives clear?
 - b. Were the strategies designed to align with the National Strategy?
3. How well did the governance arrangements (i.e., Senior Governance Groups) support the timely and cost-effective implementation of 1AP?
 - a. Were there any bottlenecks or inefficiencies in the decision-making process?
 - b. How could the governance arrangements support improvements to resource allocation?

Efficiency

4. How did you manage resources (financial, human, material) during the implementation of activities?
 - a. Were there any bottlenecks or inefficiencies in the decision-making process?
 - b. How could resource allocation have been improved?
5. How did the governance secretariat support interactions with decision-making governance groups across the 1AP?

- a. What challenges were faced in sharing resources?
- b. Were there systems in place to ensure accountability?

Implementation

- 6. How did you ensure that governance arrangements facilitated effective implementation?
 - a. Were there mechanisms to address coordination issues?
 - b. How were stakeholders engaged in governance processes?

Effectiveness

- 7. To what extent has stakeholder feedback influenced governance and oversight processes?
 - a. Can you provide examples of where feedback led to changes?
 - b. Were there challenges in addressing feedback from victims and survivors?
- 8. What short-term outcomes have been achieved for your theme?
 - a. What evidence do you have to support these outcomes?
 - b. How have these outcomes contributed to medium- and long-term goals?

Improvement opportunities

- 9. What lessons have been learned about governance and strategic oversight in the implementation of the 1AP?
 - a. What improvements would you suggest for future governance arrangements?
 - b. How can governance structures better support strategic outcomes in future plans?

C.5. Non-government Advisory Group (CSSLG) Discussion Guide

Context

- 1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

- 2. Were the National Strategy core values adequately incorporated into the design of the 1AP?
- 3. To what extent were the voices of priority groups effectively embedded in the design process?
- 4. To what extent were activities designed to achieve meaningful outcomes for priority groups?

Efficiency

- 5. To what extent were the resources allocated to National Strategy activities sufficient to support the needs of priority groups?
- 6. What challenges (if any) did you observe in implementing the activities efficiently?
- 7. How can the allocation of resources be improved for future plans?

Implementation

- 8. To what extent were the implementation strategies responsive to the needs of priority groups?

9. Were priority groups adequately engaged during the implementation of activities?
10. To what extent did government and non-government stakeholders collaborate effectively throughout the implementation of the 1AP?

Effectiveness

11. Were the activities under the 1AP effective in addressing the needs of priority groups?
12. To what extent were the feedback and input from non-government stakeholders integrated into activities?
13. Were there any unintended consequences or gaps observed in the outcomes?

Improvement opportunities

14. What lessons have been learned from the engagement of non-government stakeholders?
15. How can future action plans better incorporate the voices of priority groups?
16. What additional supports or changes would make future activities more impactful?

C.6. Non-government Advisory Group (NSAG and NCRG) Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

2. Were the National Strategy core values adequately incorporated into the design of the 1AP?
3. To what extent were the voices of priority groups effectively embedded in the design process?
4. To what extent were activities designed to achieve meaningful outcomes for priority groups?

Efficiency

5. To what extent were the resources allocated to National Strategy activities sufficient to support the needs of priority groups?
6. What challenges (if any) did you observe in implementing the activities efficiently?
7. How can the allocation of resources be improved for future plans?

Implementation

8. To what extent were the implementation strategies responsive to the needs of priority groups?
9. Were priority groups adequately engaged during the implementation of activities?
10. To what extent did government and non-government stakeholders collaborate effectively throughout the implementation of the 1AP?

Effectiveness

11. Were the activities under the 1AP effective in addressing the needs of priority groups?
12. To what extent were the feedback and input from non-government stakeholders integrated into activities?
13. Were there any unintended consequences or gaps observed in the outcomes?

Improvement opportunities

14. What lessons have been learned from the engagement of non-government stakeholders?
15. How can future action plans better incorporate the voices of priority groups?
16. What additional supports or changes would make future activities more impactful?

C.7. Senior Governance Groups Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy? Please identify the themes and activities that you have experience with.

Design

2. How well do you think the 1AP aligns with the National Strategy?
3. To what extent was the governance structure effective in supporting the design of the 1AP?
4. Were the activities and intended outcomes clear and logical from a governance perspective?

Efficiency

5. To what extent was the 1AP delivered within the allocated budget and timeframe?
6. What were the key challenges (if any) in resource utilisation from a governance perspective?
7. How could governance processes be streamlined for greater efficiency?

Implementation

8. How well were the National Strategy's core values integrated into the implementation of the 1AP?
9. Were governance arrangements effective in monitoring and supporting implementation?
10. To what extent were appropriate oversight and risk management mechanisms utilised throughout the implementation of the 1AP?

Effectiveness

11. To what extent do you think the 1AP achieved its short-term and medium-term outcomes?
12. To what extent were the governance arrangements effective in driving progress toward long-term outcomes of the 1AP?
13. To what extent did the oversight mechanism help identify and address unintended consequences?

Improvement opportunities

14. What lessons have been learned about governance oversight of the 1AP?
15. What changes would you recommend to governance structures for future action plans?
16. How could the collaboration between governance groups be improved?

C.8. Officer Level Working Groups Discussion Guide

Context

1. Can you please describe your role, including your experience with the 1AP and the National Strategy (this includes how long you have been with the working group and your understanding of the National Strategy)? Please identify the themes and activities that you have experience with.

Design

2. How well do you think the 1AP aligns with the National Strategy?
3. To what extent was the governance structure effective in supporting the design of the 1AP?
4. Were the activities and intended outcomes clear and logical from a governance perspective?

Efficiency

5. To what extent was the 1AP delivered within the allocated budget and timeframe?
6. What were the key challenges (if any) in resource utilisation from a governance perspective?
7. How could governance processes be streamlined for greater efficiency?

Implementation

8. How well were the National Strategy's core values integrated into the implementation of the 1AP?
9. Were governance arrangements effective in monitoring and supporting implementation?

Effectiveness

10. To what extent do you think the 1AP achieved its short-term and medium-term outcomes?
11. To what extent were the governance arrangements effective in driving progress toward long-term outcomes of the 1AP?

Improvement opportunities

12. What changes would you recommend to governance structures for future action plans?
13. How could the collaboration between governance groups be improved?

Appendix D Survey analysis

Four tailored surveys were developed – one each for Senior Governance Groups, Non-Government Consultative Groups, Activity Leads – and distributed in May 2025. An additional survey to Officer Level Working Groups was distributed in June 2025 to address emerging data limitations from the stakeholder engagement process.

Background and context

This appendix is divided into 3 sections:

1. Profile of all survey respondents
2. Combined analyses of survey questions which were asked to all government and non-government consultative groups
3. Specific survey questions that were asked to either Senior Governance Groups, Non-Government Consultative Groups, Activity Leads or Officer Level Working Groups.

For survey questions which received 10 or fewer responses, analyses of results are presented in absolute terms. Alternatively, for survey questions which received more than 10 responses, analyses of results are presented in percentages.

In total, 4 unique surveys were distributed by the National Office. The table below summarises the response rates and number of responses received for all 4 surveys.

Table D.1: Profile of survey respondents

Survey	Responses received	Number of unique recipients	Response rate (percentage)
Senior Governance Groups	6	35	17.1%
Non-Government Consultative Groups	23	101	22.8%
Activity Leads	10	23	43.5%
Officer Level Working Groups	10	150	6.7%
Total	49	309	15.8%

Source: Deloitte Access Economics.

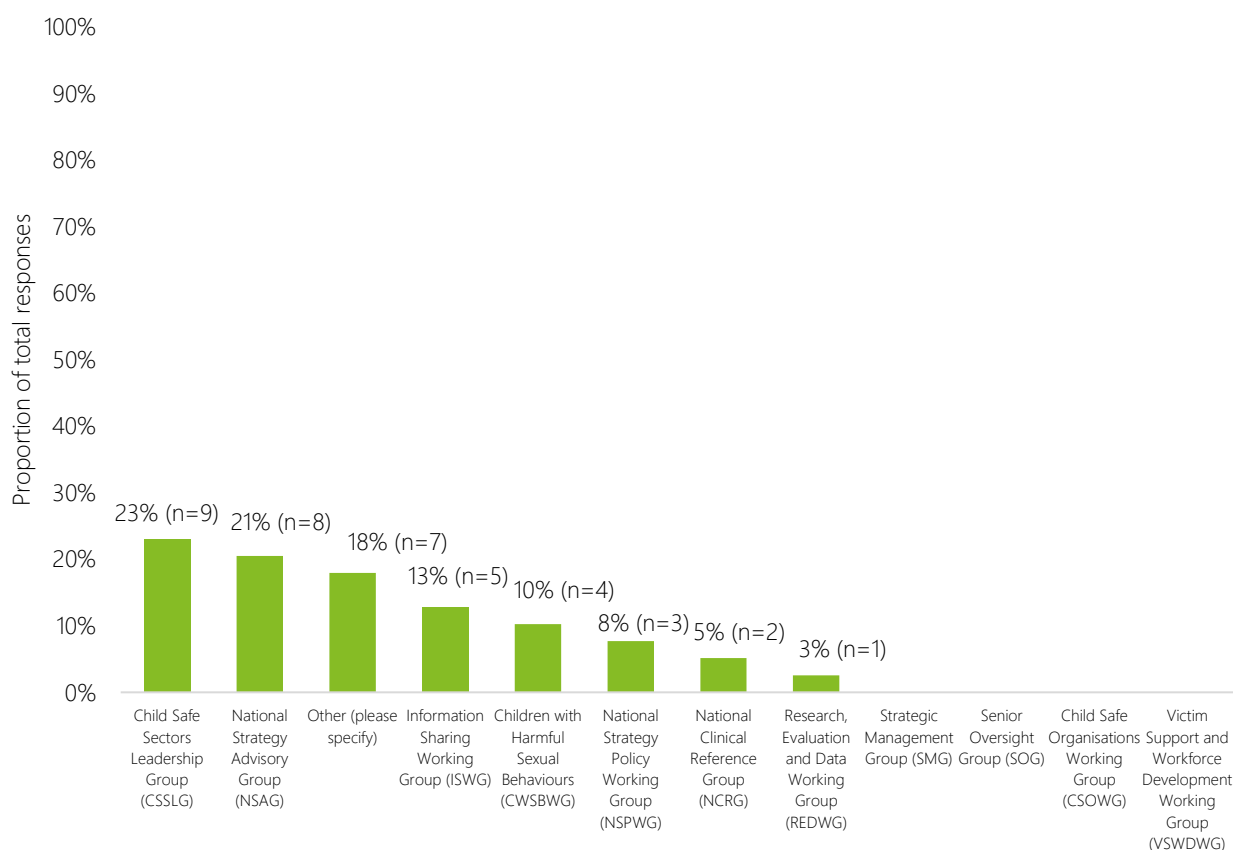
D.2. Combined Analysis

D.2.1. Background

Which of the following stakeholder groups describes your involvement in the National Strategy and the 1AP?

This question was asked to the Senior Governance Groups, Non-Government Consultative Groups and Officer Level Working Groups and had 39 responses in total. Cumulatively, nearly half of the respondents across all surveys represented the National Strategy Advisory Group and Child Safe Sectors Leadership Group. No respondents to the survey represented the Strategic Management Group, Senior Oversight Group, Child Safe Working Group or the Victim Support and Workforce Development Working Group. In total, 18% of respondents represented other groups; these are specified in subsequent sections of the survey analysis.

Chart D.1: Responses to 'Which of the following stakeholder groups describes your involvement in the National Strategy and the 1AP?' (N=39)

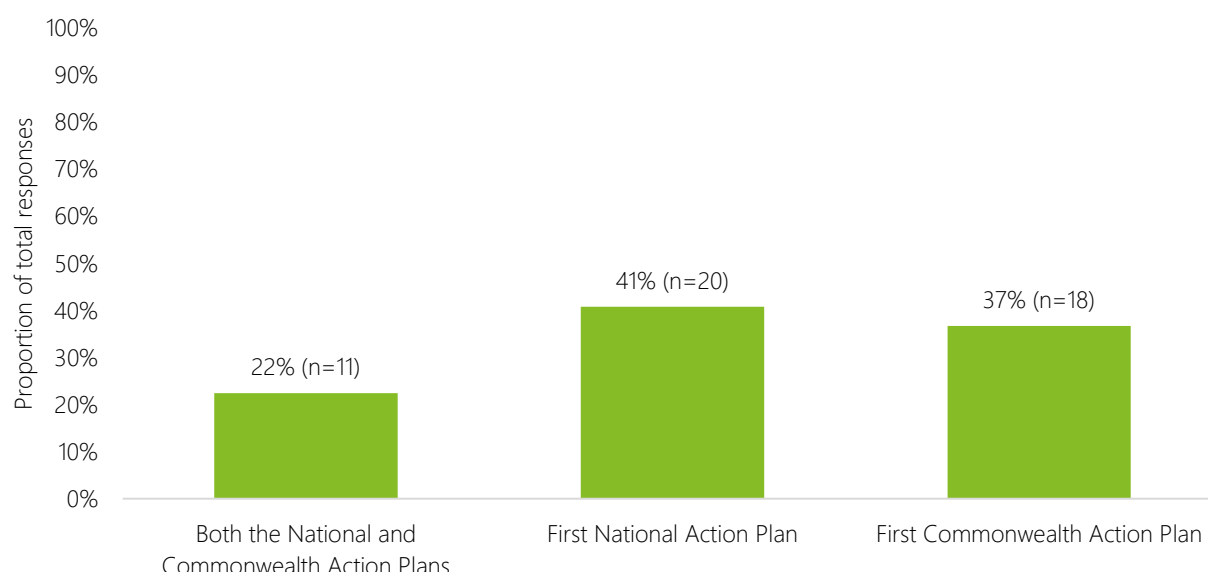


Source: Deloitte Access Economics.

Which of the following National Strategy's 1APs have you engaged with?

This question was asked to the Senior Governance Group, Non-Government Consultative Groups and Officer Level Working Groups, while the Activity Leads were asked a slightly altered question '*Please select the Action Plan that your team is responsible for delivering*'. The responses across all surveys, including the Activity Leads, have been aggregated here. This question had 49 responses. Respondents engaging with/delivering both the National and Commonwealth Action Plans represented the largest group, while those primarily engaging with/delivering on the First Commonwealth Action Plan represented the smallest group.

Chart D.2: Responses to 'Which of the following National Strategy's 1APs have you engaged with?' and 'Please select the Action Plan that your team is responsible for delivering'. (N=49)

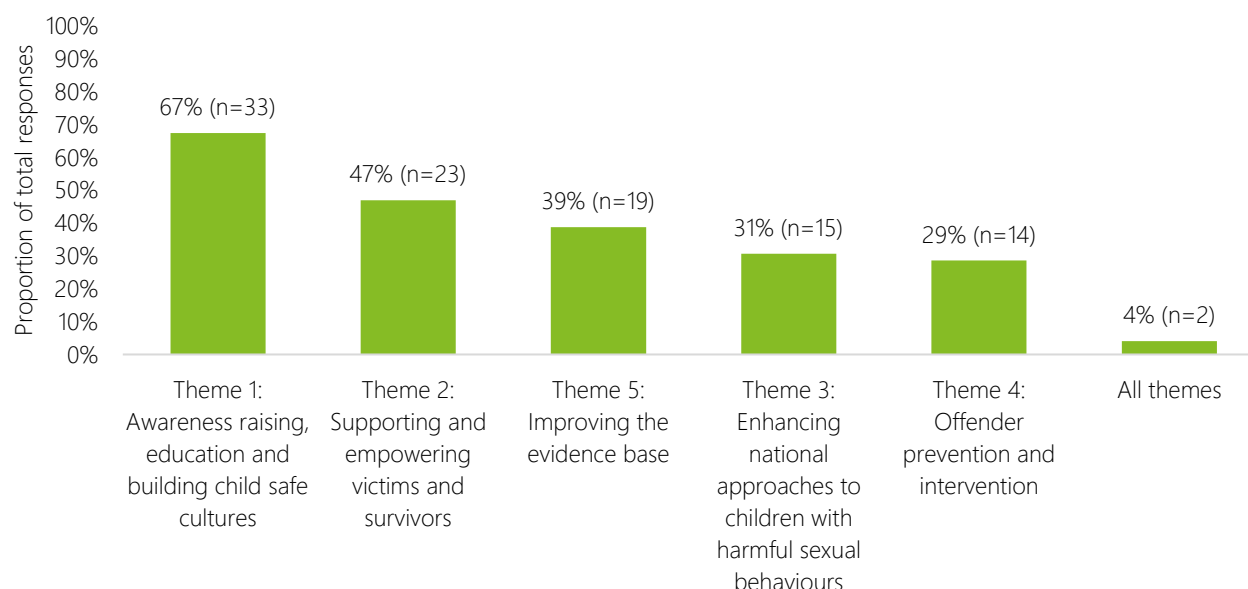


Source: Deloitte Access Economics.

Which of the following key 1AP themes have you engaged with? Please select all that apply.

This question was asked to the Senior Governance Group, Non-Government Consultative Groups and Officer Level Working Groups, while the Activity Leads were asked a slightly altered question '*Please select the relevant theme(s) of the activity (or activities) that your team is responsible for delivering. Please select all that apply*'. The responses across all surveys, including the Activity Leads, have been aggregated here. This question had 49 respondents. Respondents engaging with/delivering activities related to Theme 1 represented the largest group, while those engaging with/delivering activities related to Theme 4 represented the smallest group.

Chart D.3: Responses to 'Which of the following key 1AP themes have you engaged with? Please select all that apply.' and 'Please select the relevant theme(s) of the activity (or activities) that your team is responsible for delivering. Please select all that apply'. (N=49)



Source: Deloitte Access Economics.

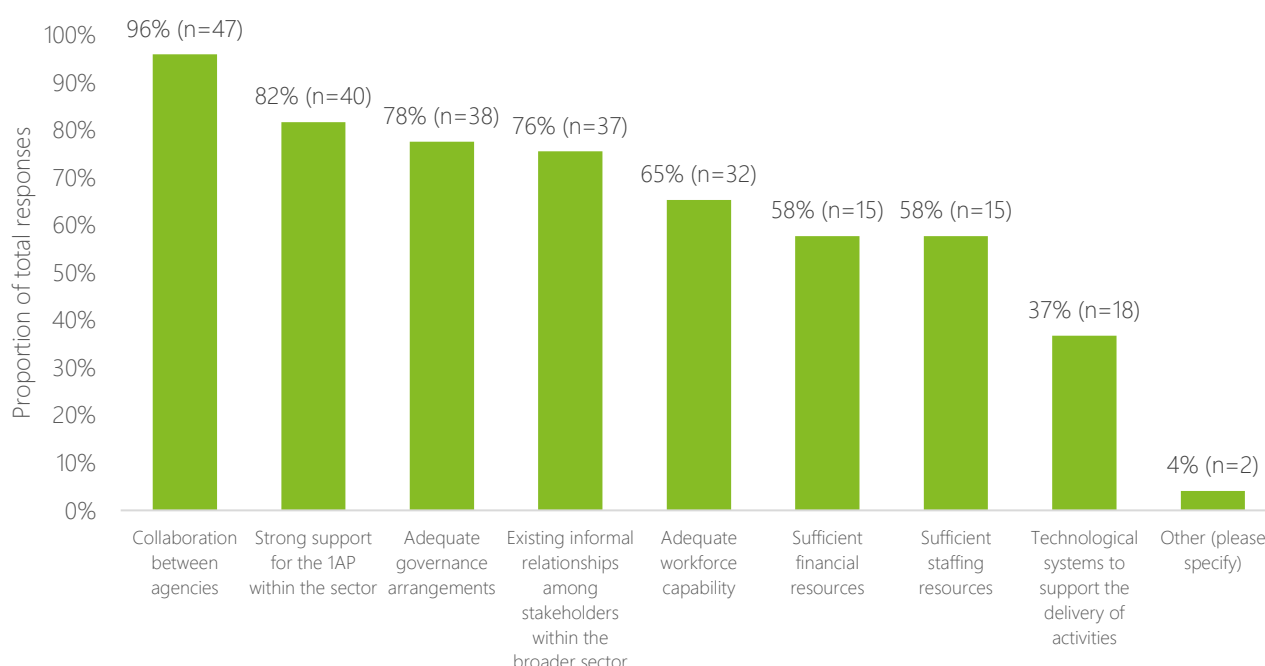
What were the key factors which supported the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant factor and the lowest indicating the least significant factor.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question was asked of all survey groups. In total, 'Collaboration between agencies', 'Strong support for the 1AP within the sector' and 'Adequate governance arrangements' were the most common responses, while 'Technological support systems to support the delivery of the activities' was the only response option that was selected by less than half of the respondents (excluding 'Other'). Respondents largely agreed that most of these were key factors supported the implementation of the First Action Plan.

Chart D.4: Responses to 'What were the key factors which supported the implementation of the 1AP?'. (N=49*)



Source: Deloitte Access Economics.

*Notes: 'Sufficient financial resources' and 'Sufficient staffing resources' were not provided as response options to the Non-Government Consultative Groups. As a result, the proportions for these response options above are taken as the proportion of responses across Senior Governance Group, Non-Government Consultative Group and Activity Leads surveys (N=26).

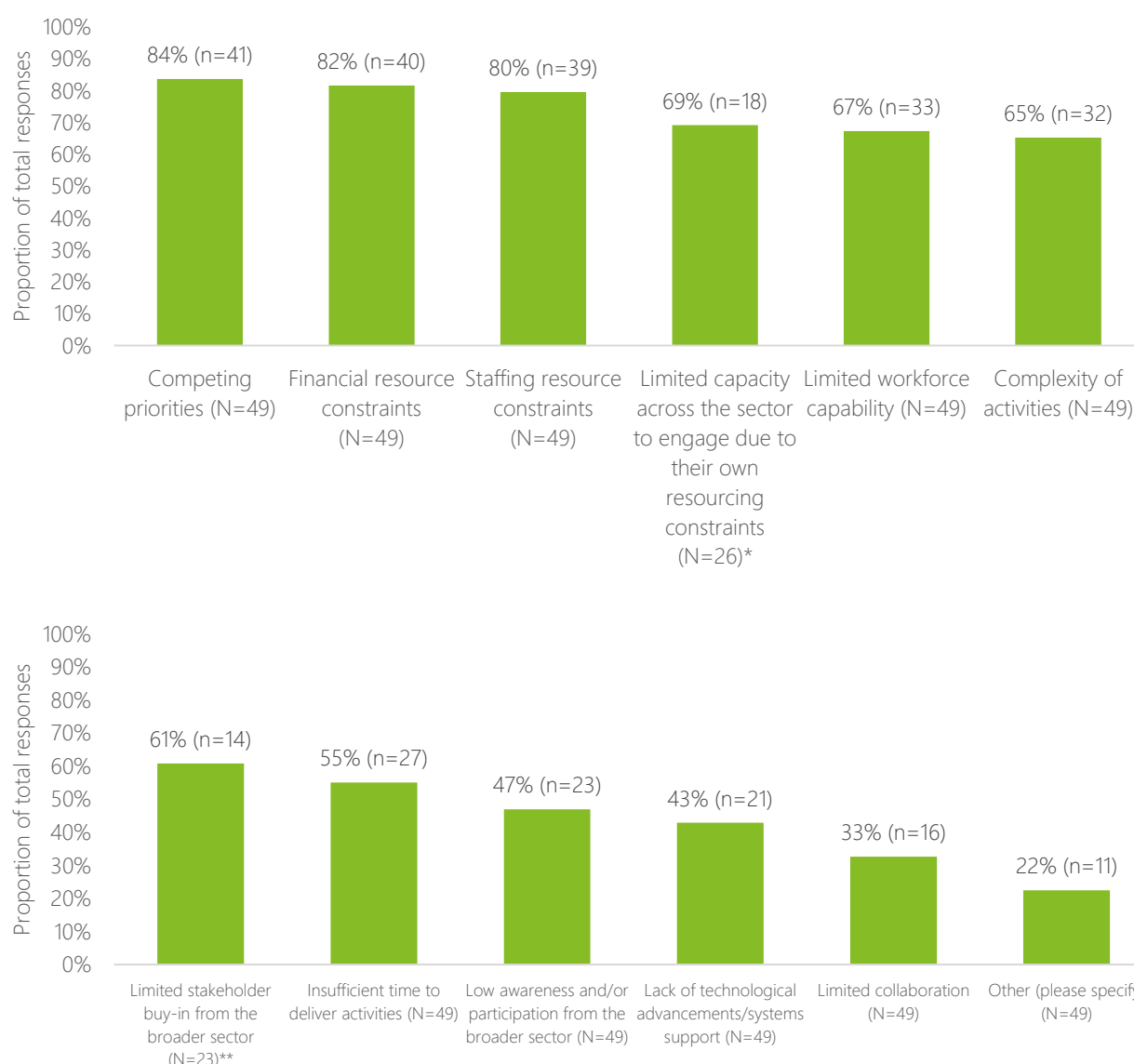
What were the key factors which hindered the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant challenge and the lowest indicating the least significant challenge.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question was asked of all survey groups. In total, 'Competing priorities', 'Financial resource constraints,' and 'Staffing resource constraints' were the most common responses, while 'Limited collaboration', 'Lack of technological advancement/systems support', and 'Low awareness and/or participation from the broader sector' were the least common responses (excluding 'Other'). Given the large number of response options for this question, the data has been presented across two graphs for readability.

Chart D.5: Responses to 'What were the key factors which hindered the implementation of the 1AP?'

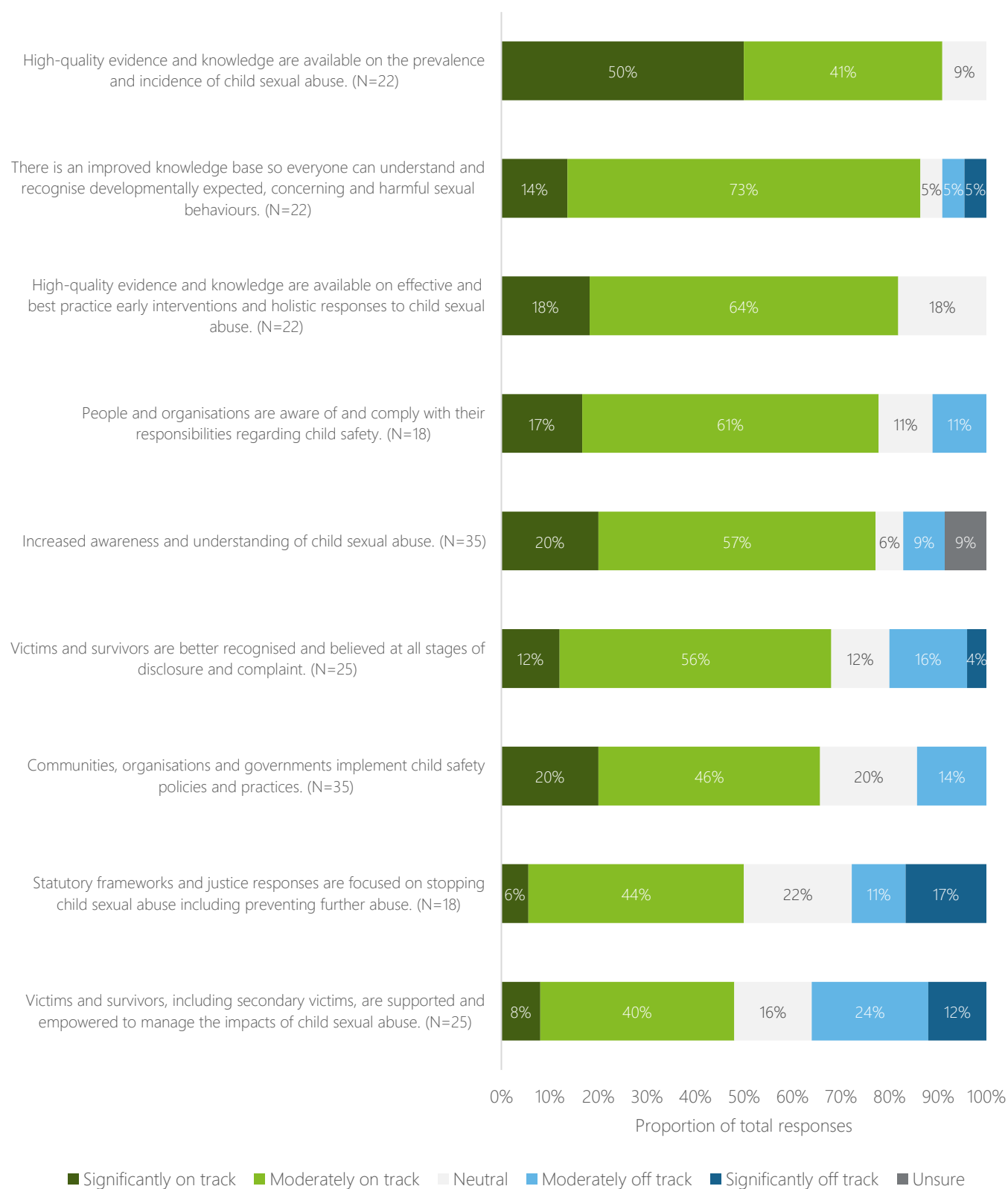


Source: Deloitte Access Economics.

* 'Limited capacity across the sector to engage due to their own resourcing constraints' was provided to all groups except for the Non-Government Consultative Groups (as a result, the sample size for this group was N=26). ** 'Limited stakeholder buy-in from the broader sector' was only provided as a response option to the Non-Government Consultative Groups (as a result, the sample size for this group was N=23). The proportions for these response options above are the proportion of all responses where a respondent had a particular response option.

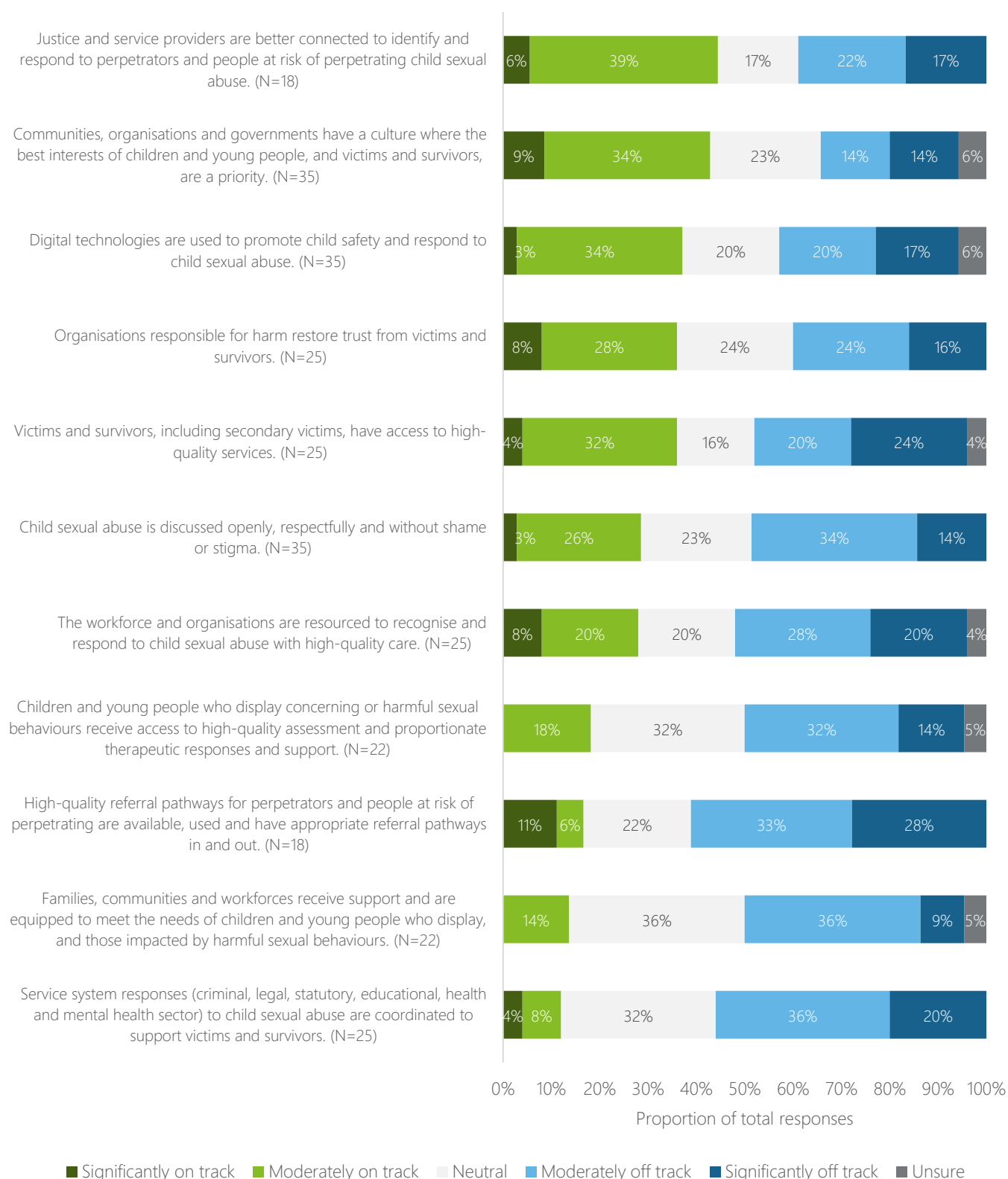
This series of questions asked respondents if they thought a range of outcomes were on track when considering the activities they engaged with in terms of the First Action Plan's effectiveness. This question was asked of all survey groups. Response numbers varied across the questions. There was a significant disparity amongst respondents' views on each of these outcomes. Results are presented in Chart D.6 and Chart D.7.

Chart D.6: Responses to several questions asking 'Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes:'



Source: Deloitte Access Economics.

Chart D.7: Responses to several questions asking 'Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes:



Source: Deloitte Access Economics.

D.3. Survey 1 of 4: Senior Governance Group survey questions

Question 3

Which of the following stakeholder groups describes your involvement in the National Strategy and the 1AP?

Response options (single answer permitted):

- National Strategy Policy Working Group (NSPWG)
- Strategic Management Group (SMG)
- Senior Oversight Group (SOG)
- Other (please specify)

This question had 6 responses. 3 of these respondents indicated that the NSPWG described their involvement with the National Strategy and 1AP, while 3 responded that 'Other' best indicated their involvement. These responses included state and territory government representatives, officer-level support to executives who attend all the above.

Question 4

Which agency/organisation do you represent in your involvement in the National Strategy and the 1AP?

Respondents represented a variety of different agencies across a range of government bodies across states and territories. Two respondents represented Australian Government bodies, while the remainder were state and territory agencies.

Question 5

Which of the following jurisdictions do you represent in your involvement in the National Strategy and the 1AP?

This question had 6 responses. In total, 2 respondents represented the Commonwealth, 2 represented the Australian Capital Territory, 1 represented Tasmania, and 1 represented Western Australia.

Question 6

Which of the following National Strategy's 1APs have you engaged with?

Note: If you are unsure on which activities are part of the Theme, please refer to this link for First Commonwealth Action Plan activities (see pages 24-25) and this link for First National Action Plan activities (pages 34-35).

This question had 6 responses. All respondents engaged with both the National and Commonwealth Action Plans.

Question 10

For how long have you been working on the National Strategy?

This question had 6 responses. In total, 2 respondents have been working on the National Strategy for less than 1 year, 1 has been working on it for 1-2 years, 2 have been working on it for 2-3 years, and 1 has been working on it for more than 3 years.

Question 11

Which of the following key 1AP themes have you engaged with? Please select all that apply.

Response options (multiple answer permitted):

- Theme 1: Awareness raising, education and building child safe cultures
- Theme 2: Supporting and empowering victims and survivors
- Theme 3: Enhancing national approaches to children who have displayed harmful sexual behaviours
- Theme 4: Offending prevention and intervention
- Theme 5: Improving the evidence base

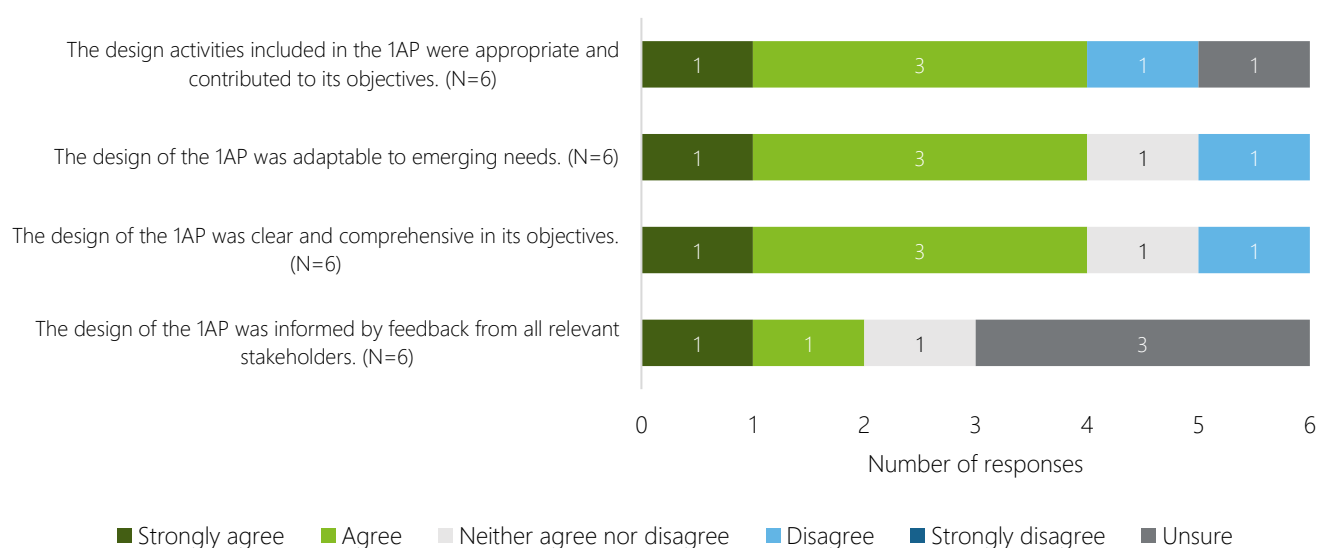
- All themes

This question had 6 responses. In total, 4 respondents engaged with Theme 1 and Theme 3, and 3 respondents engaged with Themes 2, 4 and 5. Of these, there was 1 respondent that engaged with all the themes.

Question 13

Respondents largely agreed with these statements, except for 'The design of the 1AP was informed by feedback from all relevant stakeholders'. For this statement, half of the responding cohort selected 'Unsure'.

Chart D.8: Responses to several questions asking 'To what extent do you agree with the following statements:'



Source: Deloitte Access Economics.

Question 15

What were the key factors which supported the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant factor and the lowest indicating the least significant factor.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 6 responses. The most common supporting factors included collaboration between agencies, strong support for 1AP within the sector, and existing informal relationships among stakeholders within the broader sector. A more detailed breakdown of survey responses is provided below:

- 6 respondents added 'Collaboration between agencies' into the Applicable Factors box
- 5 respondents added 'Existing informal relationships among stakeholders within the broader sector' into the Applicable Factors box
- 5 respondents added 'Strong support for the 1AP within the sector' into the Applicable Factors box
- 4 respondents added 'Adequate governance arrangements' into the Applicable Factors box
- 3 respondents added 'Adequate workforce capability' into the Applicable Factors box
- 2 respondents added 'Sufficient financial resources' into the Applicable Factors box
- 2 respondents added 'Sufficient staffing resources' into the Applicable Factors box
- 1 respondent added 'Technological systems to support the delivery of activities' into the Applicable Factors box
- 0 respondents added 'Other (please specify)' into the Applicable Factors box

Where respondents did not add a factor to the 'Applicable factors' box, they largely added them to the 'Not applicable factors' box. In one case, a respondent did not add 'Strong support for the 1AP' into either box.

Question 16

Are you able to provide further detail on the key factors which supported the implementation of the 1AP?

This question had 3 responses. Key factors mentioned here included financial support, funding, resourcing and collaboration.

Question 17

What were the key factors which hindered the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant challenge and the lowest indicating the least significant challenge.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 6 responses.

- 5 respondents added 'Financial resource constraints' into the Applicable Factors box
- 6 respondents added 'Staffing resource constraints' into the Applicable Factors box
- 5 respondents added 'Insufficient time to deliver activities' into the Applicable Factors box
- 6 respondents added 'Competing priorities' into the Applicable Factors box
- 0 respondents added 'Limited collaboration' into the Applicable Factors box
- 5 respondents added 'Limited workforce capability' into the Applicable Factors box
- 2 respondents added 'Lack of technological advancements/systems support' into the Applicable Factors box
- 2 respondents added 'Low awareness and/or participation from the broader sector' into the Applicable Factors box
- 5 respondents added 'Limited capacity across the sector to engage due to their own resourcing constraints' into the Applicable Factors box
- 2 respondents added 'Complexity of activities' into the Applicable Factors box
- 0 respondents added 'Other (please specify)' into the Applicable Factors box

Where respondents did not add a factor to the 'Applicable factors' box, they all added them to the 'Not applicable factors' box.

Question 18

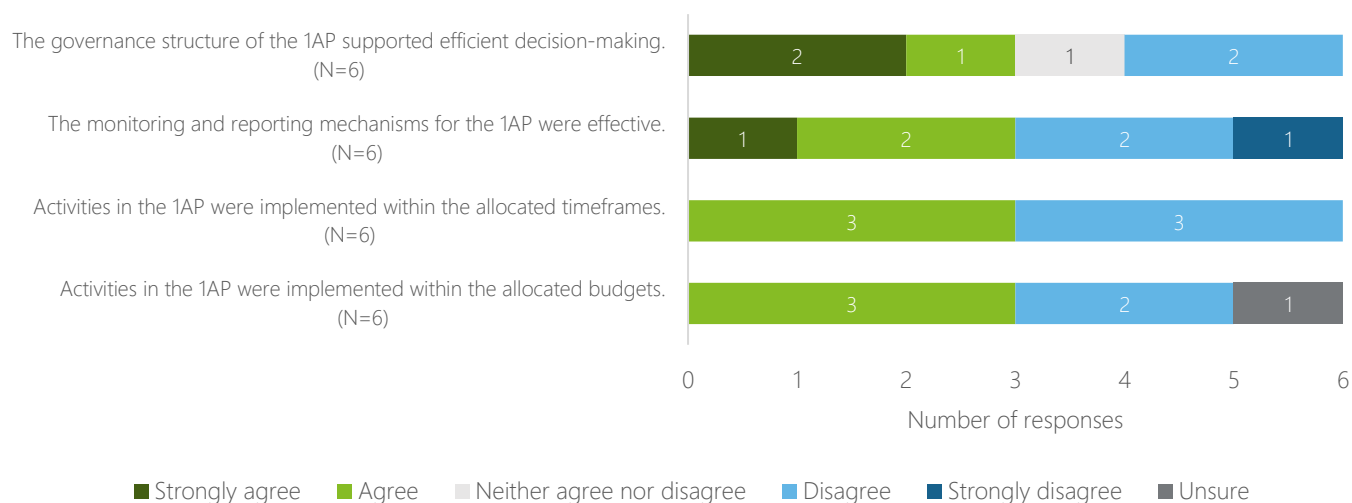
Are you able to provide further detail on the key challenges (if any) which hindered the implementation of the 1AP?

This question had 3 responses. In total, one of these respondents stated no other key challenges were hindering the implementation of the 1AP. Other responses included a lack of induction videos for newer governance group members and resourcing constraints in general.

Question 20

In general, responses were quite split among these questions. Half of the respondents agreed with each of the questions, while the remaining responses were primarily disagreed. In total, amongst all 4 questions, 1 respondent was 'Unsure', while 1 respondent chose 'Neither agree nor disagree'.

Chart D.9: Responses to several questions asking ‘To what extent do you agree with the following statements:’



Source: Deloitte Access Economics.

Question 21

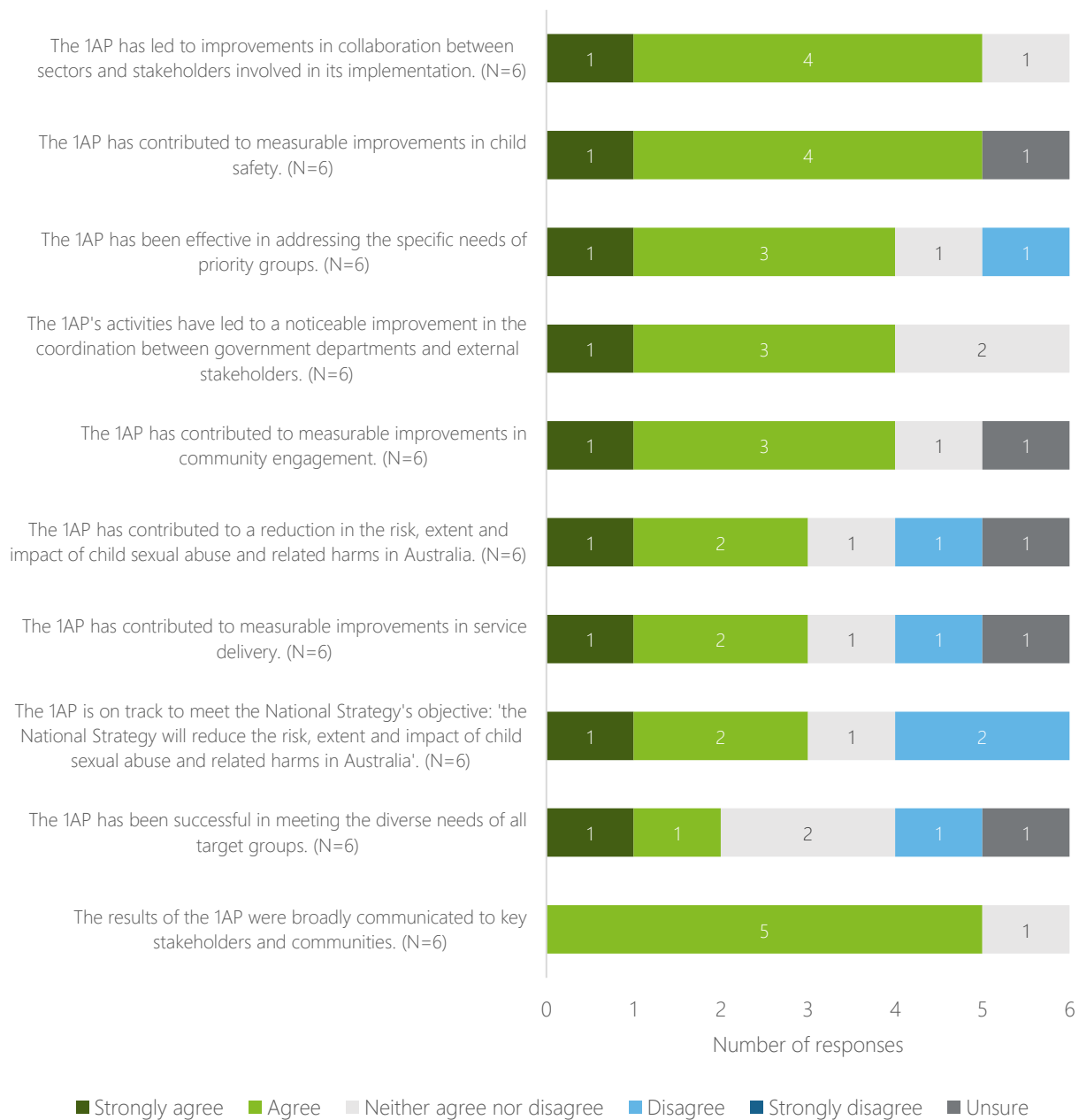
Are you able to provide further detail on your response to the statements provided in the previous question? This could include examples on how a particular aspect of the 1AP was efficient or less efficient.

This question only had 1 respondent, who mentioned the lack of induction resources for new governance group members being a source of inefficiency, particularly for reporting purposes.

Question 23

Respondents were largely in agreement with these statements. ‘The 1AP has been successful in meeting the diverse needs of all target groups’ was the only statement that received fewer than 3 responses in agreement. None of the survey respondents selected ‘Strongly disagree’ to the statements.

Chart D.10: Responses to several questions asking 'To what extent do you agree with the following statements:'



Source: Deloitte Access Economics.

Questions 24, 25, 26, 27, 28

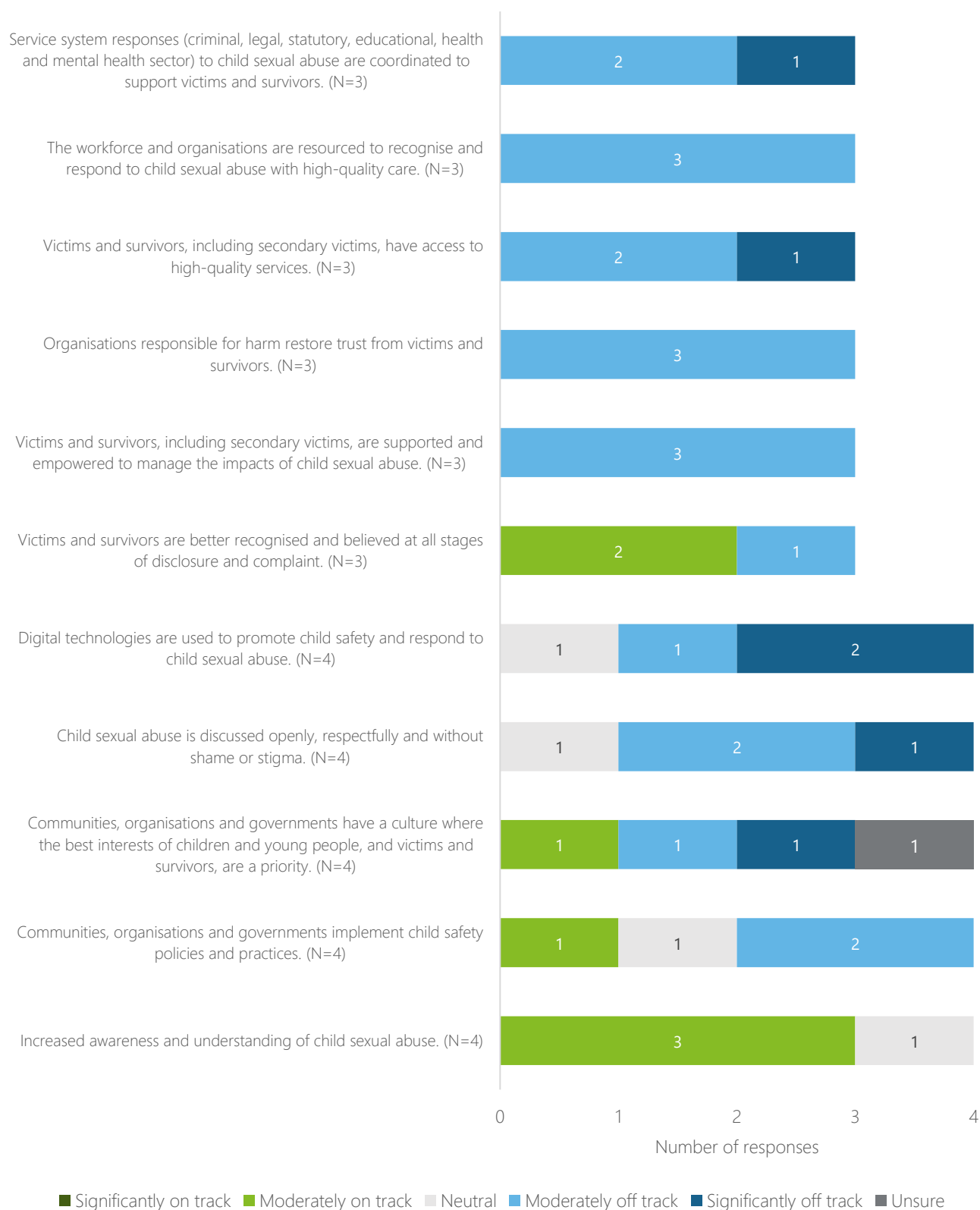
This series of questions asked respondents if they thought the activities they had engaged with were making progress towards a range of medium-term outcomes.

Chart D.11: Responses to several questions asking ‘Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes?’ (A)



Source: Deloitte Access Economics.

Chart D.12: Responses to several questions asking ‘Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes?’ (B)



Source: Deloitte Access Economics.

Question 29

Thinking about the overall implementation of the 1AP, how much progress do you think has been made in achieving the overall outcome:

Children are safe from sexual abuse through a society that understands and prevents harm, holds perpetrators accountable, restores trust, and provides lifelong support to victims and survivors.

Please select a figure from the scale of 0 (indicating no progress) to 10 (fully progressed).

The question had 6 responses.

- 2 respondents chose 7 or above (1 respondent chose 7, 1 respondent chose 8)
- 2 respondents chose between 4 and 6 (1 respondent chose 4, 1 respondent chose 5)
- 2 respondents chose 3 or below (1 respondent chose 2, 1 respondent chose 1)

Question 30

Have you observed any positive or negative impacts (including unintended consequences) as a result of the 1AP?

If yes, are you able to provide further detail?

This question had 6 responses.

- 4 respondents chose 'No'
- 2 respondents chose 'Yes'

Of those who chose 'Yes', it was mentioned that while people now consider safeguarding necessary, the overall complexity of the task makes people apprehensive about doing the wrong thing, leading to inaction. A positive consequence of child safety standards being used in the community was also mentioned.

Question 32

Which of the following areas of the 1AP (if any) do you think could be improved for future action plans? Please select all that apply.

Response options (single answer permitted):

- More clarity on roles and responsibilities across all parties involved in the implementation of the plan(s)
- More flexibility in the design and implementation of the plan(s)
- Better allocation of financial resources across the action plan(s)
- Better allocation of human resources across the action plan(s)
- Enhanced stakeholder involvement
- Improved monitoring mechanisms to track progress and identify challenges and risks
- Other (please specify)
- No improvement required

This question had 6 responses. The most selected options for improvement areas were 'More clarity on roles and responsibilities across all parties involved in the implementation of the plan(s)' and 'Better allocation of financial resources across the action plan(s)', both options being selected by 5 respondents. 'More flexibility in the design and implementation of the plan(s)' was the least selected of the pre-defined options, only being selected by 2 respondents. 'Other' and 'No improvement required' were not selected by any respondents.

Question 33

What changes (if any) in governance arrangements would improve the delivery and uptake of future action plans? Please select all that apply.

Response options (single answer permitted):

- More representation from priority groups
- Stronger cross-government collaboration
- Stronger collaboration between government and non-government stakeholders
- Clearer accountability mechanisms
- More regular reporting
- Other (please specify)
- No improvement required

This question had 6 responses. The most selected option was 'Stronger collaboration between government and non-government stakeholders', which was selected by 4 respondents. The least selected of the pre-defined options were 'More representation from priority groups' (selected by 2 respondents) and 'More regular reporting' (selected by 1 respondent). 'Other' and 'No improvement required' were not selected by any respondents.

Question 34

How, if at all, can the governance structure be improved to support the implementation of the National Strategy?

This question had 5 responses. Common themes included more tailored governance arrangements such as interdepartmental committees or cross ministerial groups with key portfolios of child protection, education, police, justice, health and local governments. Respondents also mentioned the importance of having a First Ministers group, engaging further with jurisdictions and having additional resourcing. The importance of targeted meetings and communication was also mentioned.

Question 35

What do you think are the key lessons learnt from the implementation of the 1AP?

This question had 5 responses. Common themes included the complexity and difficulty in preventing all forms of child sexual abuse, as well as the importance of considering all stakeholders and the time that is required to implement cultural and systemic change. The importance of an active communication plan showcasing progress and the value of evidence-based responses was also mentioned.

Question 36

Do you have any feedback on how the design and implementation of future action plans can be improved?

This question had 3 responses. Data availability improvements to track progress and a simplified set of trackable actions to measure long-term impact were both mentioned as improvements on the design and implementation of future action plans.

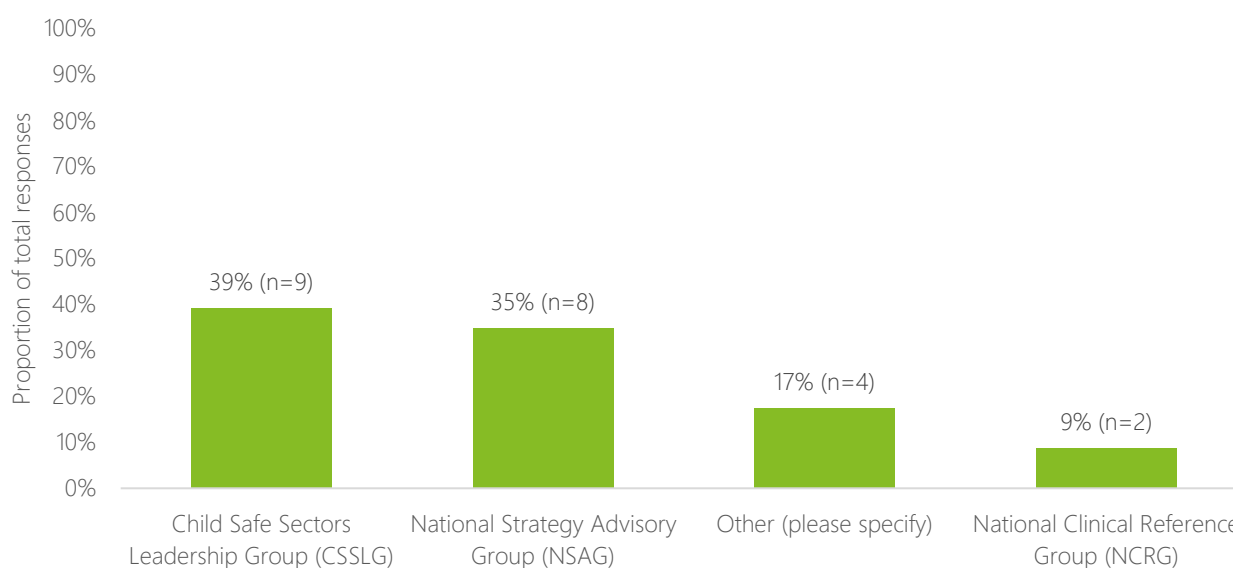
D.4. Survey 2 of 4: Non-Government Consultative Groups survey questions

Question 3

Which of the following stakeholder groups describe your involvement in the National Strategy and the First Action Plans?

This question had 23 responses. 9 of these respondents described their involvement in the National Strategy and First Action Plans as part of the CSSLG, and 8 described their involvement as part of the NSAG. The NCRG and other groups represented a smaller number of respondents.

Chart D.13 Responses to 'Which of the following stakeholder groups describe your involvement in the National Strategy and the First Action Plans?' (N=23)



Source: Deloitte Access Economics.

Question 4

Which agency/organisation do you represent in your involvement in the Child Safe Sectors Leadership Group (CSSLG)?

All individuals who responded 'Child Safe Sectors Leadership Group (CSSLG)' in Question 3 responded to this question (n=9).

Question 5

For which capacity or expertise are you invited to provide advice on the National Strategy and the First Action Plans through the National Strategy Advisory Group (NSAG)?

Response options (single answer permitted):

- As a member of a non-government organisation
- As an academic in a relevant field to the policy context
- As a community member advocating for priority groups
- As an individual identifying as a member of a priority group
- Other (please specify)

All individuals who responded 'National Strategy Advisory Group (NSAG)' in Question 3 responded to this question (n=8). 3 individuals were invited to provide advice as members of a non-government organisation, and two were invited as

individuals identifying as members of the priority groups. 3 individuals chose 'Other', and specified they had joint roles across 2 of the above or were an expert in child protection and are working in this space.

Question 6

For which capacity or expertise are you invited to provide advice on the National Strategy and the First Action Plans through the National Clinical Reference Group (NCRG)?

All individuals who responded 'National Clinical Reference Group (NCRG)' in Question 3 responded to this question (n=2). One individual was invited to provide advice as a health professional/clinician, and 1 individual was invited as a researcher/academic.

Question 7

For which capacity or expertise are you invited to provide advice on the National Strategy and the First Action Plans through the Child Safe Sectors Leadership Group (CSSLG)?

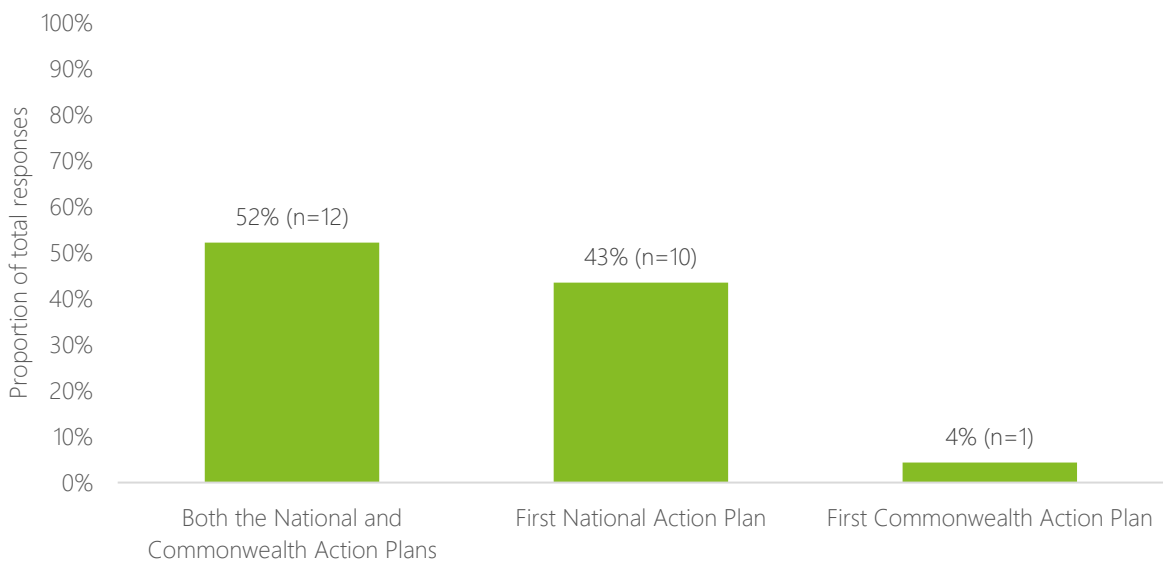
All respondents who chose 'Child Safe Sectors Leadership Group (CSSLG)' in Question 3 responded to this question (n=9). 3 respondents chose 'As a member of a large national organisation that works with children and young people', while 2 respondents chose 'As a member of a national peak body that works with children and young people'. Other respondents indicated they were invited in the capacity of a professional organisation, a regulator of charities that works with children and young people, and state and territory peak bodies.

Question 8

Which of the following National Strategy's First Action Plans have you engaged with?

This question had 23 responses. Of these respondents, 52% (n=12) indicated that following the National Strategy's First Action Plans, they engaged with both the National and Commonwealth Action Plans, while most of the other respondents only engaged with the First National Action Plan.

Chart D.14: Responses to 'Which of the following National Strategy's First Action Plans have you engaged with?' (N=23)



Source: Deloitte Access Economics.

Question 9

Which of the following key First Action Plan themes have you engaged with? Please select all that apply.

Response options (single answer permitted):

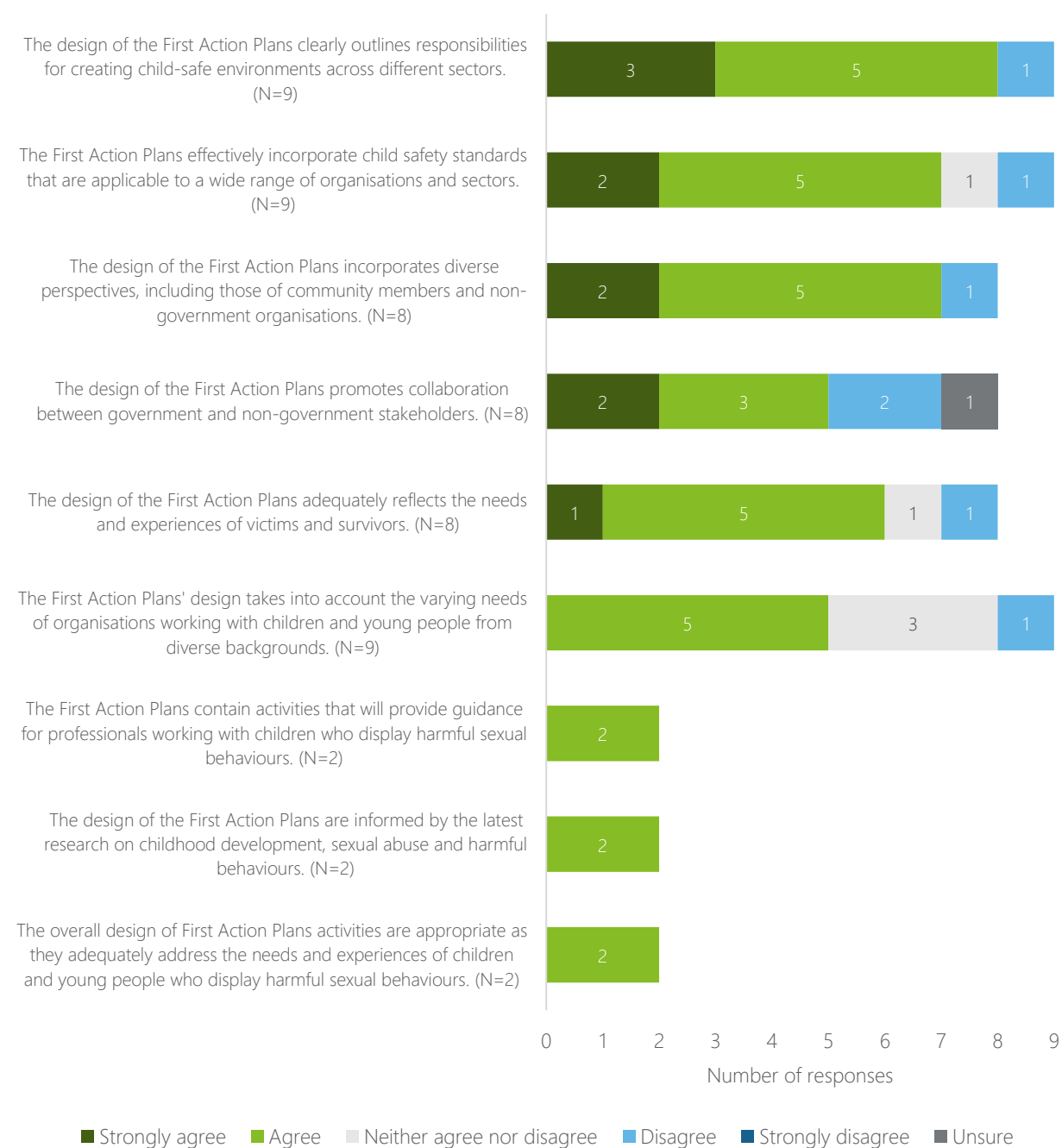
- Theme 1: Awareness raising, education and building child safe cultures
- Theme 2: Supporting and empowering victims and survivors
- Theme 3: Enhancing national approaches to children who have displayed harmful sexual behaviours
- Theme 4: Offending prevention and intervention
- Theme 5: Improving the evidence base

This question had 23 responses. In total, 91% (n=21) of respondents engaged with Theme 1 in the First Action Plan, with a lower proportion of respondents engaging with other themes. Theme 4 had the lowest response rate amongst all options, with 43% (n=10) of respondents engaging with it in the First Action Plan.

Questions 12, 13 and 14

This series of questions asked respondents for their degree of agreement with a range of statements about the First Action Plans' design. Response numbers varied across the questions; however, respondents were largely in agreement with each of the questions.

Chart D.15: Responses to several questions asking ‘To what extent do you agree with the following statements:’



Source: Deloitte Access Economics.

Question 16

What were the key factors which supported the implementation of the First Action Plans?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant factor and the lowest indicating the least significant factor.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 23 responses.

- 96% (n=22) of respondents added 'Collaboration between agencies' into the Applicable Factors box
- 87% (n=20) of respondents added 'Existing informal relationships among stakeholders within the broader sector' into the Applicable Factors box
- 87% (n=20) of respondents added 'Strong support for the 1AP within the sector' into the Applicable Factors box
- 78% (n=18) of respondents added 'Adequate governance arrangements' into the Applicable Factors box
- 70% (n=16) of respondents added 'Adequate workforce capability' into the Applicable Factors box
- 43% (n=10) of respondents added 'Technological systems to support the delivery of activities' into the Applicable Factors box
- 4% (n=1) of respondents added 'Other (please specify)' into the Applicable Factors box

Where respondents did not add a factor to the 'Applicable factors' box, they all added them to the 'Not applicable factors' box.

Question 17

Are you able to provide further detail on the key factors which supported the implementation of the First Action Plans?

This question had 15 responses, of which 9 provided further detail on the key factors that supported the implementation of the First Action Plans. Key factors mentioned included the determination of all those involved, targeted funding, government involvement and collaboration, the contributions of those with lived experience and greater community involvement.

Question 18

What were the key factors which hindered the implementation of the First Action Plans?

Please drag all options that apply into the 'Applicable challenges' box and rank them from highest to lowest, with the highest indicating the most significant challenge and the lowest indicating the least significant challenge.

Please drag all options that do not apply into the 'Not applicable challenges' box.

This question had 23 responses.

- 87% (n=20) of respondents added 'Financial resource constraints' into the Applicable Factors box
- 87% (n=20) of respondents added 'Competing priorities' into the Applicable Factors box
- 83% (n=19) of respondents added 'Limited workforce capability' into the Applicable Factors box
- 78% (n=18) of respondents added 'Complexity of activities' into the Applicable Factors box
- 74% (n=17) of respondents added 'Staffing resource constraints' into the Applicable Factors box
- 70% (n=16) of respondents added 'Low awareness and/or participation from the broader sector' into the Applicable Factors box
- 61% (n=14) of respondents added 'Limited stakeholder buy-in from the broader sector' into the Applicable Factors box
- 61% (n=14) of respondents added 'Insufficient time to deliver activities' into the Applicable Factors box
- 57% (n=13) of respondents added 'Lack of technological advancements/systems support' into the Applicable Factors box
- 52% (n=12) of respondents added 'Limited collaboration' into the Applicable Factors box
- 17% (n=4) of respondents added 'Other (please specify)' into the Applicable Factors box

Where respondents did not add a factor to the 'Applicable factors' box, they all added it to the 'Not applicable factors' box. Of those that added 'Other (please specify)' to the Applicable Factors box, a lack of direct funding of specialist services for victims and survivors, volunteers not being specifically targeted, other state and territories' frameworks superseding the First National Action Plan, technology and a harmonisation of activity across jurisdictions were all mentioned.

Question 19

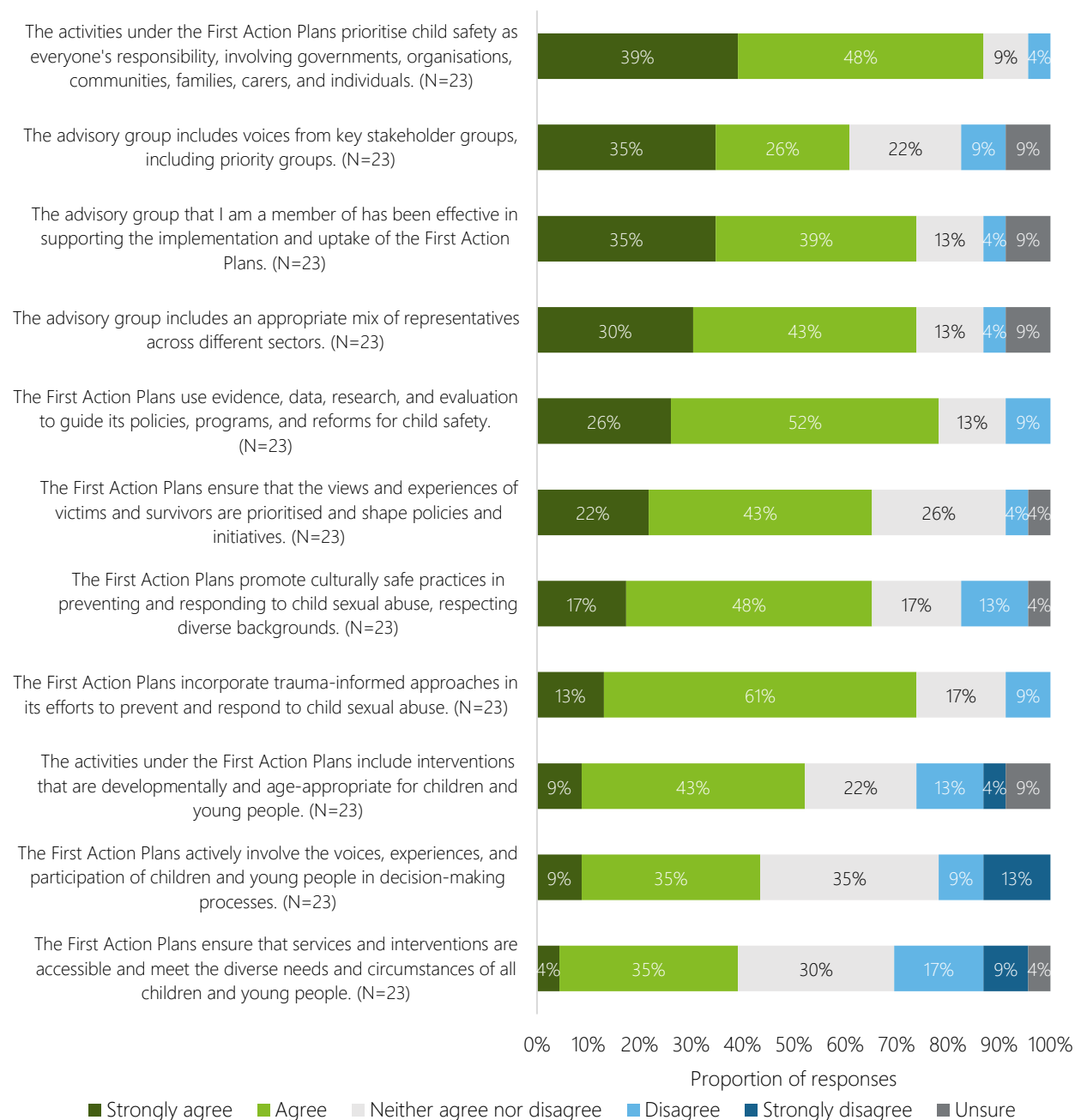
Are you able to provide further detail on the key challenges (if any) which hindered the implementation of the First Action Plans?

This question had 13 respondents, of which 10 provided a detailed response. Key themes from responses (in addition to those mentioned in the previous question) included a lack of harmonisation between the actions in the First National Action Plan and relevant state and territory strategies, a lack of appropriate communication from state and territory governments to the service sector and community, a resistance and slow path to change by the sectors themselves, changes in juvenile justice decisions impacting child safety, poor wording under some of the commitments, a lack of incentives and pressure within certain sectors, and an under resourcing relative to internal capacity of various sectors.

Questions 20, 21 and 22

This series of questions asked respondents for their degree of agreement with a range of statements about the First Action Plan's implementation. Responses were predominantly 'Agree' or 'Strongly agree' for most questions. However, the statements 'The First Action Plans actively involve the voices, experiences, and participation of children and young people in decision-making processes' and 'The First Action Plans ensure that services and interventions are accessible and meet the diverse needs and circumstances of all children and young people' had over half of the responses being of another category.

Chart D.16: Responses to several questions asking 'To what extent do you agree with the following statements:'



Source: Deloitte Access Economics.

Question 23

You have indicated that your advisory group has been effective in supporting the First Action Plans. In what ways did the governance arrangements of the advisory group support the overall delivery of the First Action Plans?

Question displayed if 'Agree' or 'Strongly agree' was chosen in Q22_1.

This question had 17 responses. Key themes across responses included the advisory group being able to give feedback in relation to implementation through having a broad spectrum of views and knowledge, an opportunity to discuss areas of concern that have arisen due to the implementation of activities, as well as questioning and challenging the approach from the National Office for Child Safety.

Question 24

How, if at all, can the governance structure be improved to support the implementation of the National Strategy?

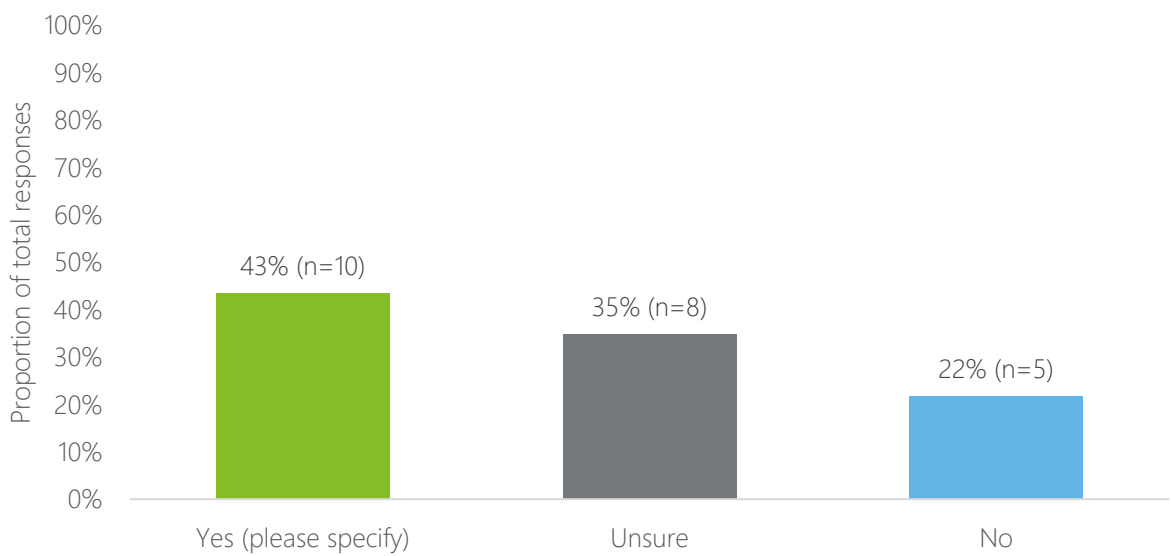
This question had 2 responses. Respondents mentioned improvements could be made by considering broader representation from diverse groups, as well as clearer and upfront stakeholder engagement for working groups based on priority projects.

Question 25

Were there any key stakeholders or groups (government and non-government) that were underrepresented in your advisory group?

The question had 23 responses. In total, 'Yes' was the most common response, chosen by 43% of respondents, while 22% responded 'No' and 35% were unsure. Of those that selected 'Yes' to this question, common themes of key stakeholders or groups (government and non-government) that were underrepresented in their advisory group included children and young people, First Nations individuals, culturally and linguistically diverse individuals, representatives from the LGBTQIA+ community and the neurodivergent community. It was noted by multiple respondents that the underrepresentation of some of these groups was addressed during the period.

Chart D.17: Responses to 'Were there any key stakeholders or groups (government and non-government) that were underrepresented in your advisory group?' (N=23)

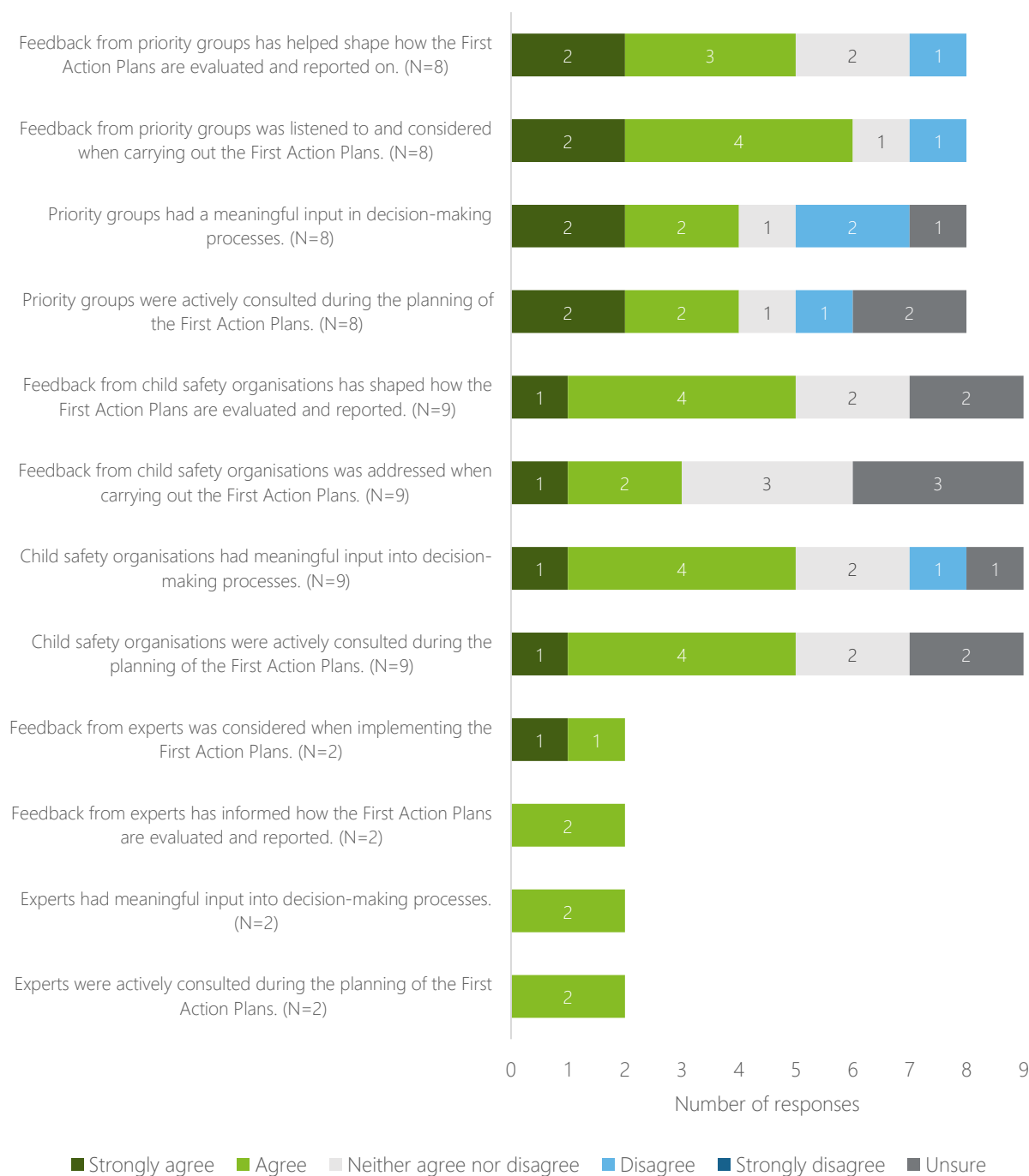


Source: Deloitte Access Economics.

Question 27, 28 and 29

This series of questions asked respondents for their degree of agreement with a range of statements about the First Action Plan's effectiveness. Response numbers varied across the questions, as did the number of respondents agreeing with the questions. The Number of 'Disagree' or 'Strongly disagree' responses was minimal, as only 6 such responses were recorded across 12 questions. 4 statements (5th to 9th) have smaller sample sizes (n=2) as they were not asked of all advisory groups.

Chart D.18: Responses to several questions asking ‘To what extent do you agree with the following statements:’

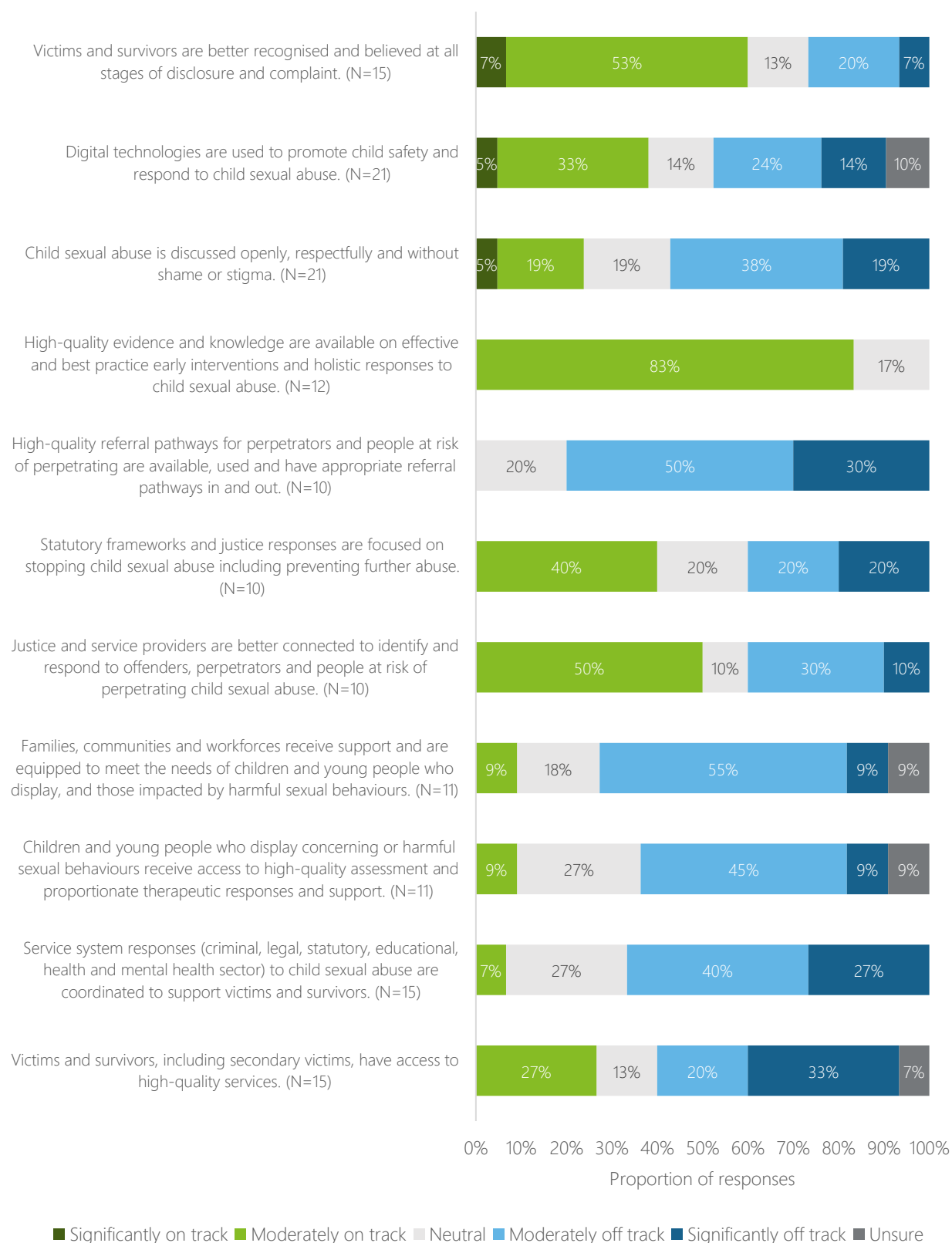


Source: Deloitte Access Economics.

Questions 30, 31, 32, 33, 34 and 35

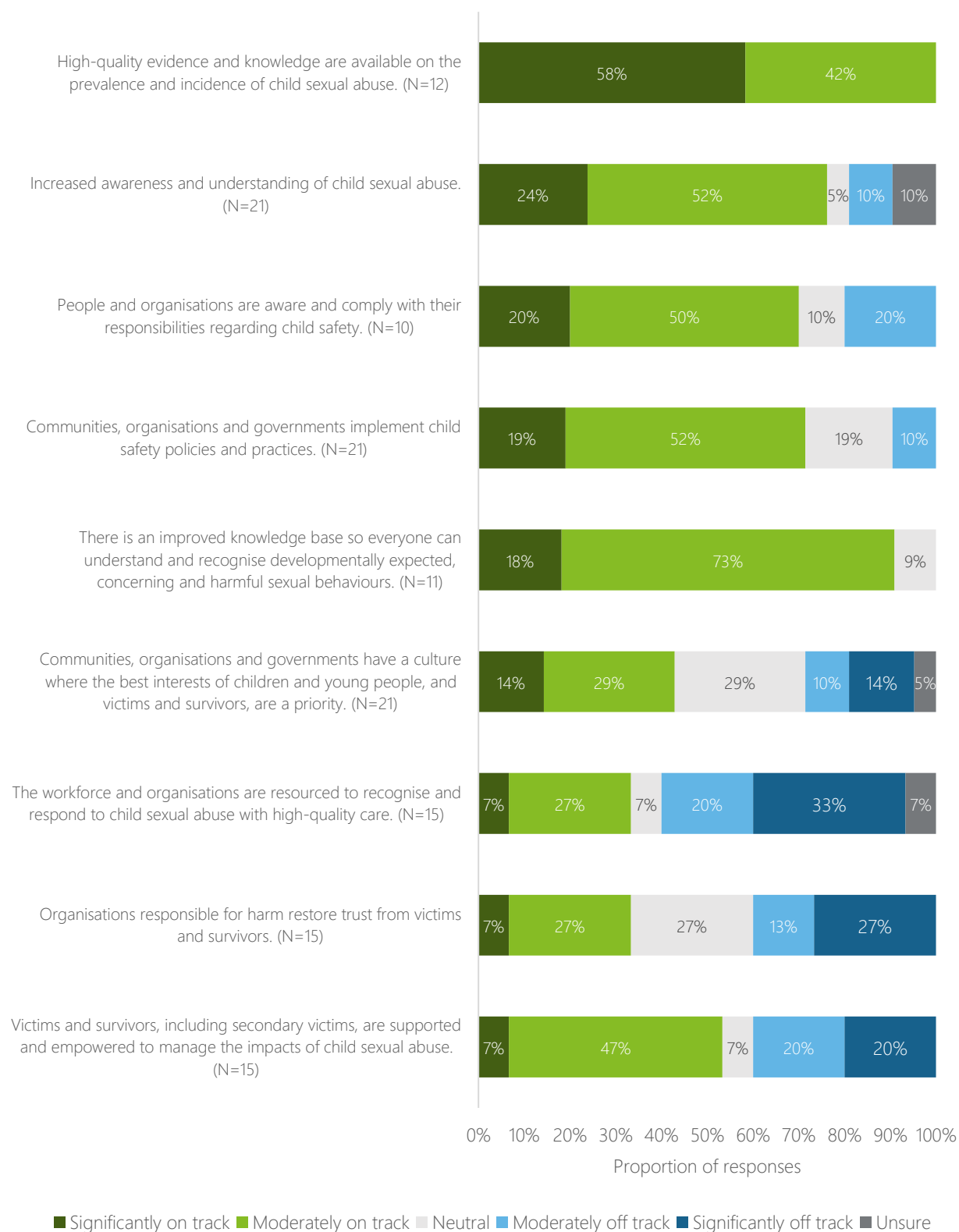
This series of questions asked respondents whether they thought the activities they engaged with had made progress towards achieving a range of outcomes. Response numbers varied across the questions. There was a significant disparity amongst respondents’ views on each of these outcomes.

Chart D.19: Responses to several questions asking 'Thinking of the activities you engaged with, to what extent do you think the First Action Plans have made progress towards achieving the following outcomes:'



Source: Deloitte Access Economics.

Chart D.20: Responses to several questions asking ‘Thinking of the activities you engaged with, to what extent do you think the First Action Plans have made progress towards achieving the following outcomes:’



Source: Deloitte Access Economics.

Question 35.1

Thinking about the overall implementation of the First Action Plans, how much progress do you think has been made in achieving the overall outcome:

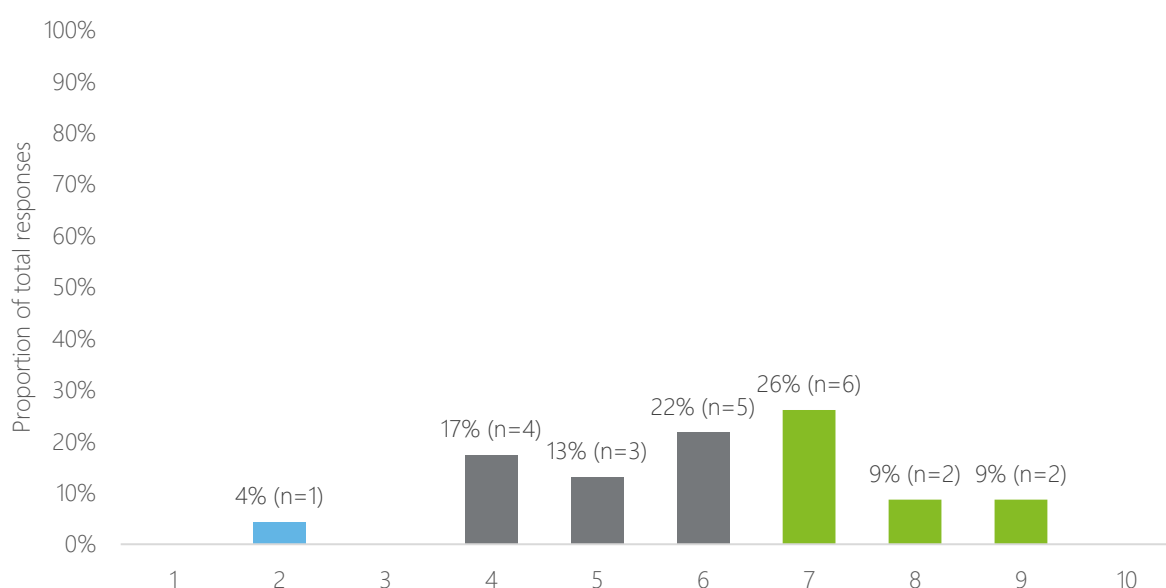
Ultimately, that children are safe from sexual abuse through a society that understands and prevents harm, holds perpetrators accountable, restores trust, and provides lifelong support to victims and survivors.

Please select a figure from the scale of 0 (indicating no progress) to 10 (fully progressed).

The question had 23 responses.

- 44% (n=10) responded 7 or above (26% said 7, 9% said 8, 9% said 9)
- 52% (n=12) responded between 4 and 6 (17% said 4, 13% said 5, 22% said 6)
- 4% (n=1) responded 3 or below (4% said 2)

Chart D.21: Responses to 'Thinking about the overall implementation of the First Action Plans, how much progress do you think has been made in achieving the overall outcome: Ultimately, that children are safe from sexual abuse through a society that understands and prevents harm, holds perpetrators accountable, restores trust, and provides lifelong support to victims and survivors. Please select a figure from the scale of 0 (indicating no progress) to 10 (fully progressed).' (N=23)



Source: Deloitte Access Economics.

Question 36

Have you observed any positive or negative unintended consequences as a result of the First Action Plans?

If yes, are you able to provide further detail?

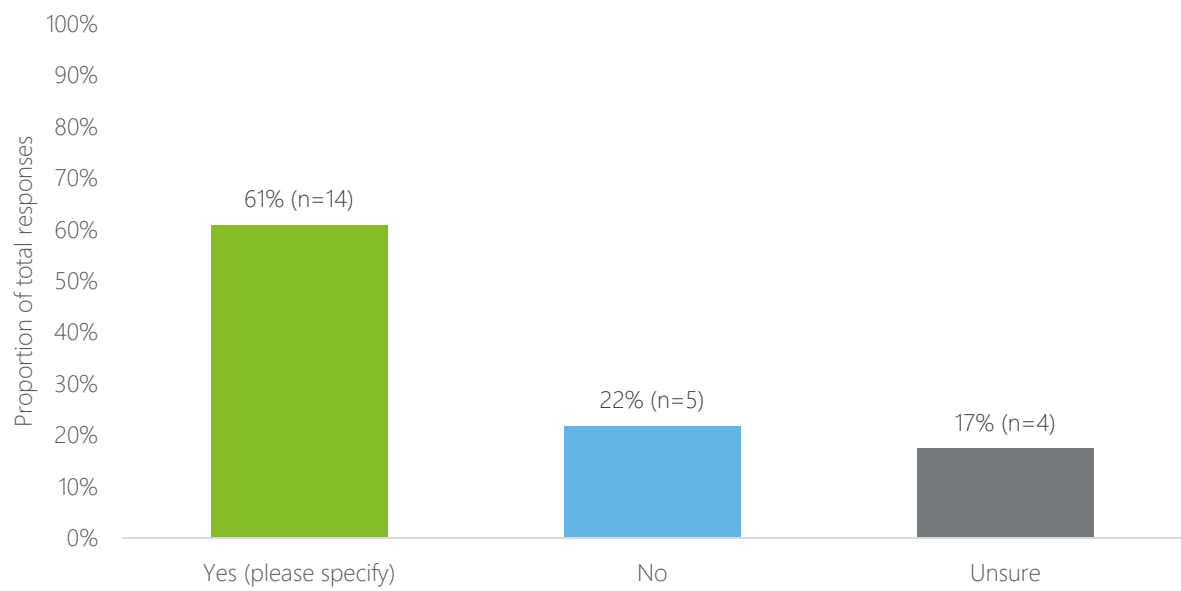
This question had 23 responses.

- 61% (n=14) of respondents chose 'Yes'
- 22% (n=5) responded 'No'
- 17% (n=4) were unsure.

Of those that selected 'Yes', some common negative consequences mentioned included some adult services supporting children rather than child-specific services and other unexpected interactions with adult services, a mismatch of funding and

efforts between the Government and key providers, and other transitory factors that affect the implementation of long-term reform.

Chart D.22: Responses to ‘Have you observed any positive or negative unintended consequences as a result of the First Action Plans? If yes, are you able to provide further detail?’ (N=23)



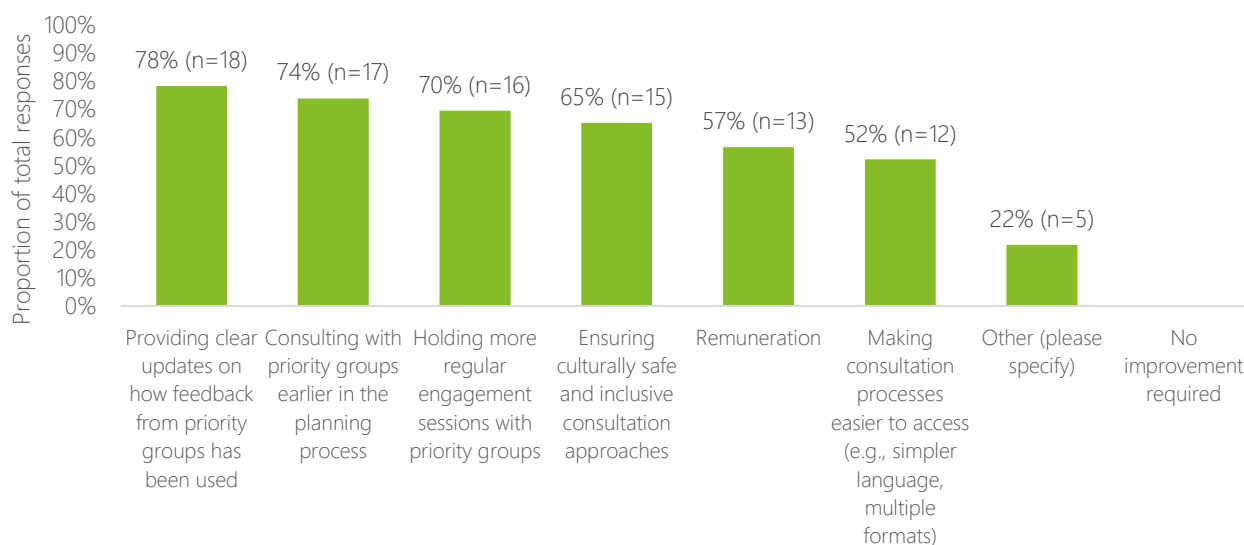
Source: Deloitte Access Economics.

Question 38

If anything, how could consultation with priority groups be improved? Please select all that apply.

This question had 23 responses. The most common responses to this question were ‘Providing clear updates on how feedback from priority groups has been used’ (78%, n=18), ‘Consulting with priority groups earlier in the planning process’ (74%, n=17), and ‘Holding more regular engagement sessions with priority groups’ (70%, n=16). The least common responses were ‘Making consultation processes easier to access (e.g., simpler language, multiple formats)’ (52%, n=12) and ‘Remuneration’ (57%, n=13). There were 22% (n=5) of respondents who chose ‘Other’. No respondents said ‘No improvement required’.

Chart D.23: Responses to 'If anything, how could consultation with priority groups be improved? Please select all that apply.' (N=23)



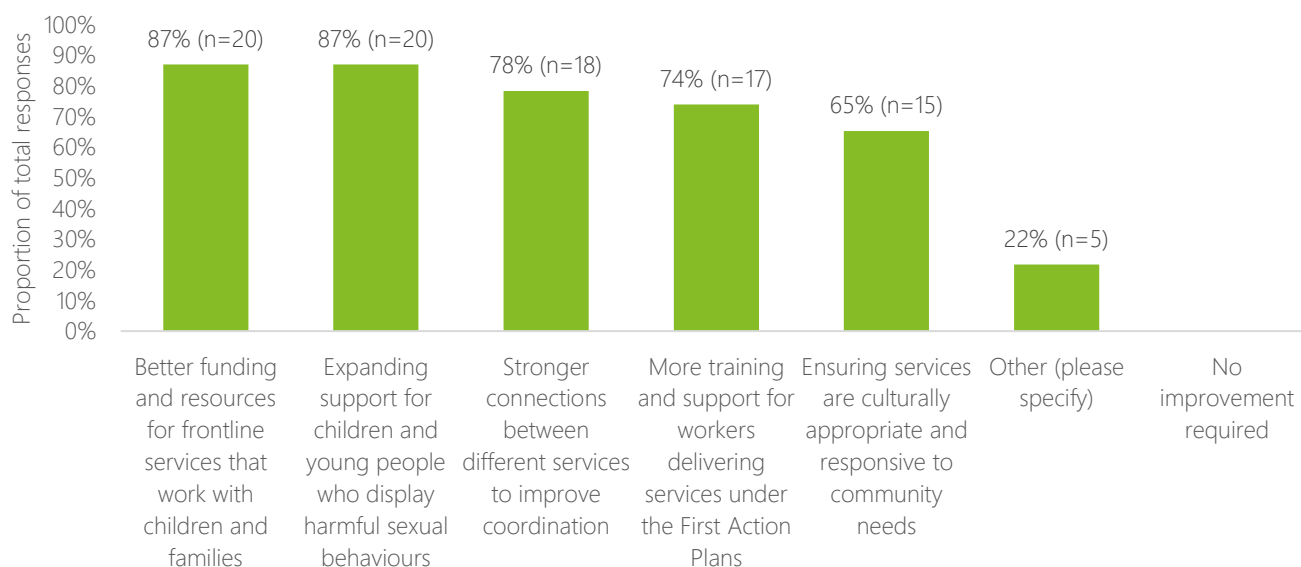
Source: Deloitte Access Economics.

Question 39

What, if anything, could be done better to ensure the right services and supports are available? Please select all that apply.

This question had 23 responses. The most common responses to this question were 'Better funding and resources for frontline services that work with children and families' (87%, n=20) and 'Expanding support for children and young people who display harmful sexual behaviours' (87%, n=20). The least common response was 'Ensuring services are culturally appropriate and responsive to community needs' (65%, n=15). There were 22% (n=5) of respondents who chose 'Other'. No respondents said, 'No improvement required'.

Chart D.24: Responses to 'What, if anything, could be done better to ensure the right services and supports are available? Please select all that apply.' (N=23)



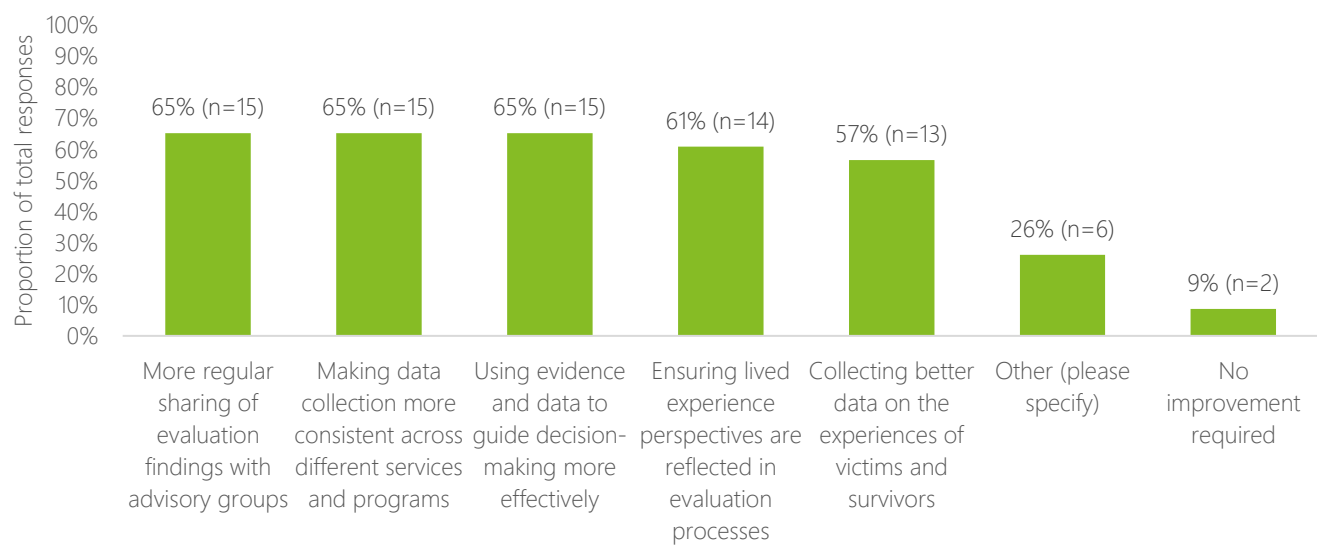
Source: Deloitte Access Economics.

Question 40

If anything, how could the collection and use of data for monitoring and evaluation be improved? Please select all that apply.

This question had 23 responses. All responses to this question were chosen by fewer than 2 out of 3 respondents. In total, 22% (n=5) of respondents chose 'Other'. 9% (n=2) of respondents said, 'No improvement required'. The selection rate across other response options was similar, between 57% (n=13) and 65% (n=15).

Chart D.25: Responses to 'If anything, how could the collection and use of data for monitoring and evaluation be improved? Please select all that apply.' (N=23)



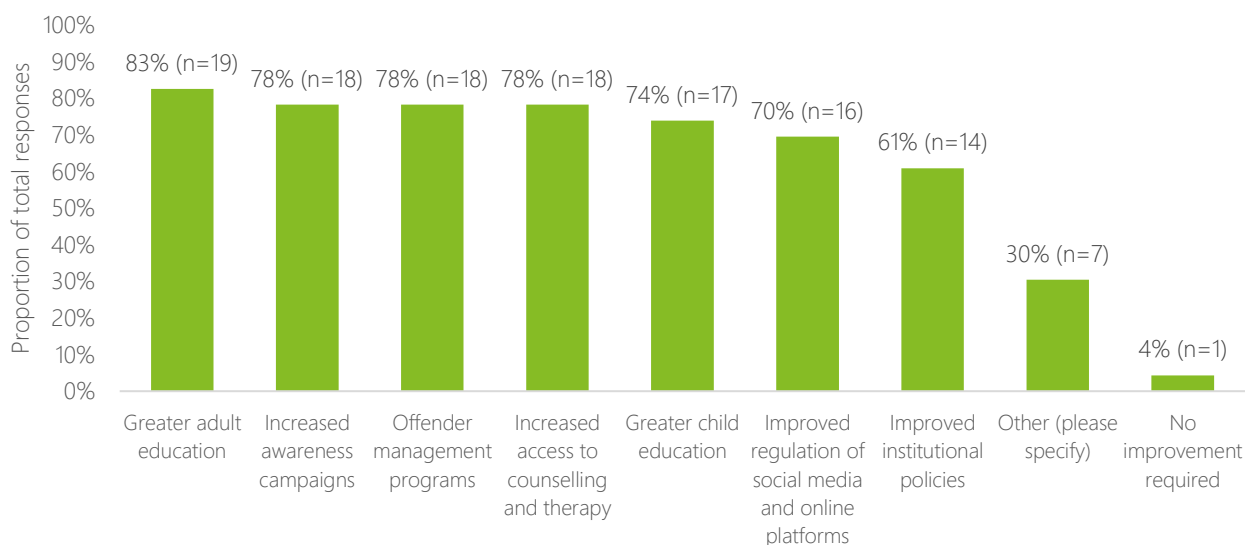
Source: Deloitte Access Economics.

Question 41

What, if anything, could be done to improve prevention of child sexual abuse?

This question had 23 responses. In total, 30% (n=7) of respondents chose 'Other'. All responses to this question (besides 'Improved institutional policies') were chosen by over 2 out of 3 respondents. 4% (n=1) of respondents said, 'No improvement required'.

Chart D.26: Responses to 'What, if anything, could be done to improve prevention of child sexual abuse?' (N=23)



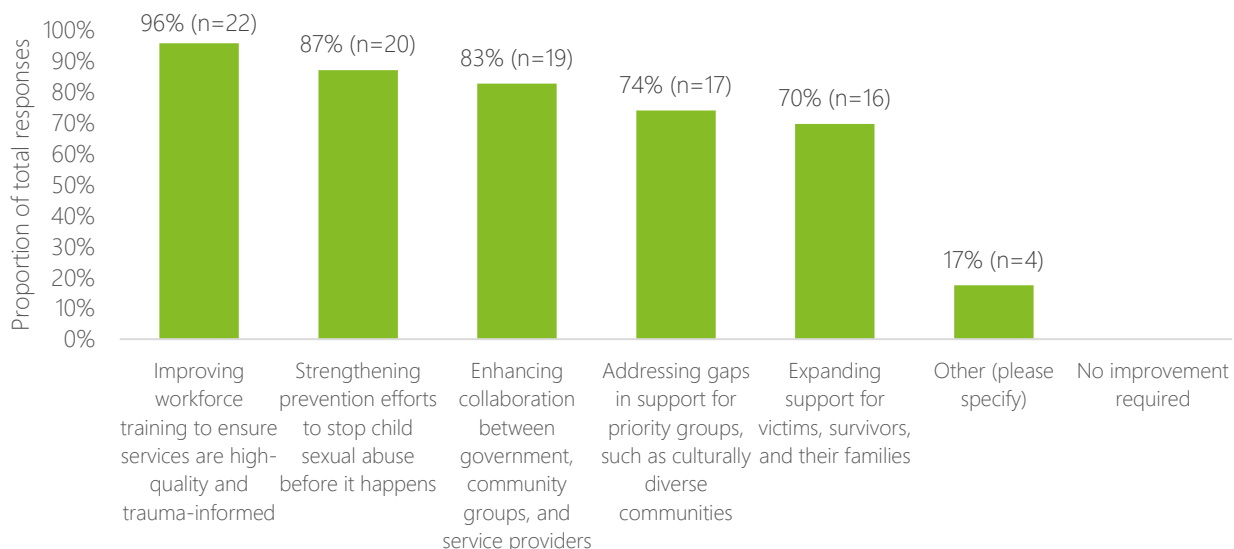
Source: Deloitte Access Economics.

Question 42

What, if anything, should future action plans focus on improving? Please select all that apply.

This question had 23 responses. In total, 17% (n=4) of respondents chose 'Other'. All other responses to this question were selected by over 2 out of 3 respondents. No respondents said, 'No improvement required'.

Chart D.27: Responses to 'What, if anything, should future action plans focus on improving? Please select all that apply.' (N=23)



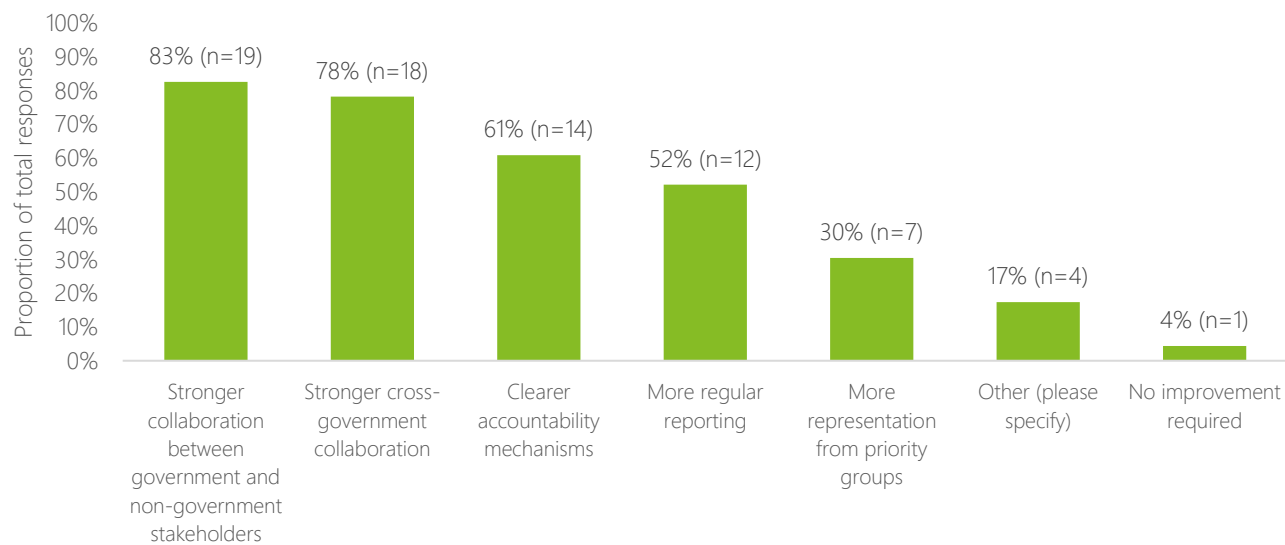
Source: Deloitte Access Economics.

Question 43

How, if at all, can the governance structure be improved to support the implementation of the National Strategy

This question had 23 responses. The most selected responses were ‘Stronger cross-government collaboration’ (78%, n=18) selected this option) and ‘Stronger collaboration between government and non-government stakeholders’ (83%, n=19 chose this option). ‘More representation from priority groups’ was only selected by 30% (n=7) of respondents, while 17% (n=4) chose ‘Other’ and 4% (n=1) stated there was ‘No improvement required’.

Chart D.28: Responses to ‘How, if at all, can the governance structure be improved to support the implementation of the National Strategy’ (N=23)



Source: Deloitte Access Economics.

Question 44

Is there anything else you would like to note on the implementation of the First Action Plans as a key stakeholder in the child safety sector?

This question had 8 responses. Themes mentioned in the responses included certain misalignments with Royal Commission recommendations, the necessity of improved community-based responses, community attitudes being a significant issue among priority groups, a lack of accountability for organisations not following child safe standards and the importance of a continued focus on the issues at hand.

D.5. Survey 3 of 4: Activity Leads survey questions

Question 3

Please select the Action Plan that your team is responsible for delivering.

This question had 10 responses. Most respondents were responsible for only delivering the First Commonwealth Action Plan, while 2 respondents each were responsible for delivering only the First National Action Plan and delivering both of these plans.

Question 4

Please select the relevant theme(s) of the activity (or activities) that your team is responsible for delivering. Please select all that apply.

Note: If you are unsure on which activities are part of the Theme, please refer to this link for First Commonwealth Action Plan activities and this link for First National Action Plan activities.

This question had 10 responses.

- 4 respondents chose Theme 1: Awareness raising, education and building child safe cultures
- 4 respondents chose Theme 2: Supporting and empowering victims and survivors
- 3 respondents chose Theme 5: Improving the evidence base
- 2 respondents chose Theme 4: Offender prevention and intervention
- 1 respondent chose Theme 3: Enhancing national approaches to children who have displayed harmful sexual behaviours

Question 5

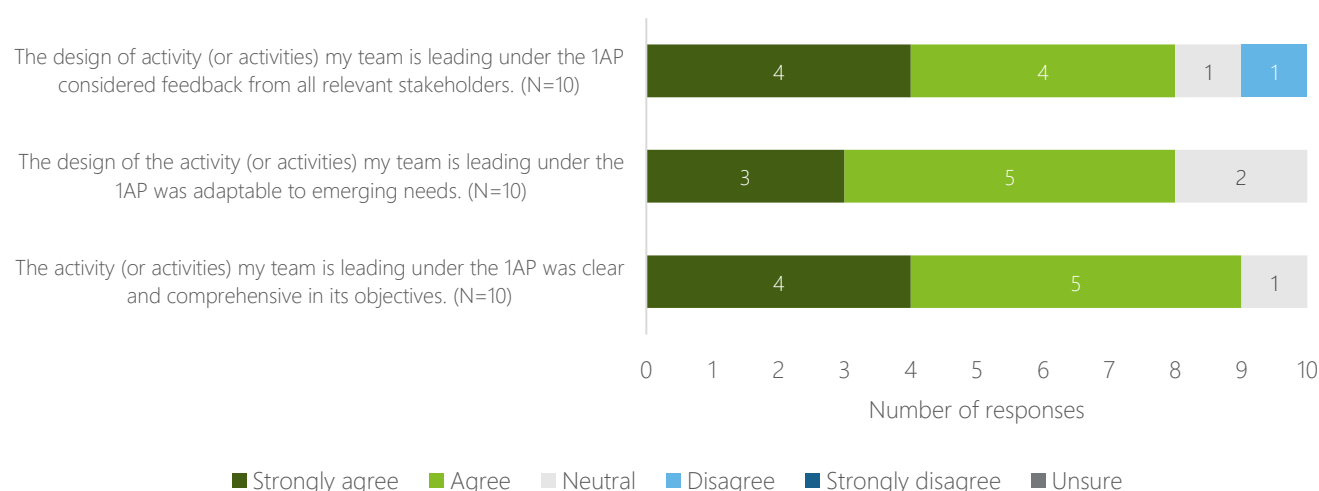
Which governance group(s) do you engage with? Please select all that apply.

This question had 10 responses. Nearly all the respondents engaged with the National Strategy Policy Working Group (8 respondents), while 1 respondent engaged with the Strategic Management Group. No respondents engaged with the Senior Oversight Group. In total, 1 respondent engaged with none of these groups, and 1 was unsure.

Question 8

This series of questions asked respondents if they agreed with statements relating to the design of the First National Action Plan. Most respondents agreed with each of these statements. Only 1 response of 'Disagree' was provided, and no responses of 'Strongly disagree' were provided.

Chart D.29 Responses to several questions asking 'To what extent do you agree with the following statements:'



Source: Deloitte Access Economics.

Question 10

What do you think were the key factors which supported the implementation of the activity (or activities) your team is leading under the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant factor and the lowest indicating the least significant factor.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 10 responses.

- 9 respondents added 'Collaboration between agencies' into the Applicable Factors box
- 8 respondents added 'Sufficient financial resources' into the Applicable Factors box
- 8 respondents added 'Adequate workforce capability' into the Applicable Factors box
- 8 respondents added 'Adequate governance arrangements' into the Applicable Factors box
- 8 respondents added 'Existing informal relationships among stakeholders within the broader sector' into the Applicable Factors box
- 8 respondents added 'Strong support for the 1AP within the sector' into the Applicable Factors box
- 7 respondents added 'Sufficient staffing resources' into the Applicable Factors box
- 4 respondents added 'Technological systems to support the delivery of activities' into the Applicable Factors box
- 1 respondent added 'Other (please specify)' into the Applicable Factors box.

Where respondents did not add a factor to the 'Applicable factors' box, they all added it to the 'Not applicable factors' box.

Question 11

Are you able to provide further detail on the key factors which supported the implementation of your activity (or activities) your team is leading under the 1AP?

The key factors supporting implementation mentioned included the high-quality provision of online legal chat services for children and young people experiencing or at risk of abuse/harm, various international partners, the importance of senior

leadership and dedicated sections relating to child wellbeing, and the department's positioning and leadership in relation to the measures led.

Question 12

What (if any) were the key challenges which hindered the implementation of the activity (or activities) your team is leading under the 1AP?

Please drag all options that apply into the 'Applicable challenges' box and rank them from highest to lowest, with the highest indicating the most significant challenge and the lowest indicating the least significant challenge.

Please drag all options that do not apply into the 'Not applicable challenges' box.

This question had 10 responses. A detailed breakdown of responses is provided below:

- 7 respondents added 'Complexity of activities' into the Applicable Factors box
- 7 respondents added 'Competing priorities' into the Applicable Factors box
- 6 respondents added 'Staffing resource constraints' into the Applicable Factors box
- 6 respondents added 'Limited capacity across the sector to engage due to their own resourcing constraints' into the Applicable Factors box
- 5 respondents added 'Financial resource constraints' into the Applicable Factors box
- 4 respondents added 'Lack of technological advancements/systems support' into the Applicable Factors box
- 3 respondents added 'Other (please specify)' into the Applicable Factors box
- 2 respondents added 'Insufficient time to deliver activities' into the Applicable Factors box
- 2 respondents added 'Limited workforce capability' into the Applicable Factors box
- 1 respondent added 'Low awareness and/or participation from the broader sector' into the Applicable Factors box
- No respondents added 'Limited collaboration' into the Applicable Factors box.

Where respondents did not add a factor to the 'Applicable factors' box, they all added it to the 'Not applicable factors' box. Of those that stated 'Other (please specify)' were applicable challenges, responses included ongoing financial security, legal considerations causing delays to implementation and the lack of clarity on jurisdictional responsibilities versus Commonwealth responsibilities.

Question 13

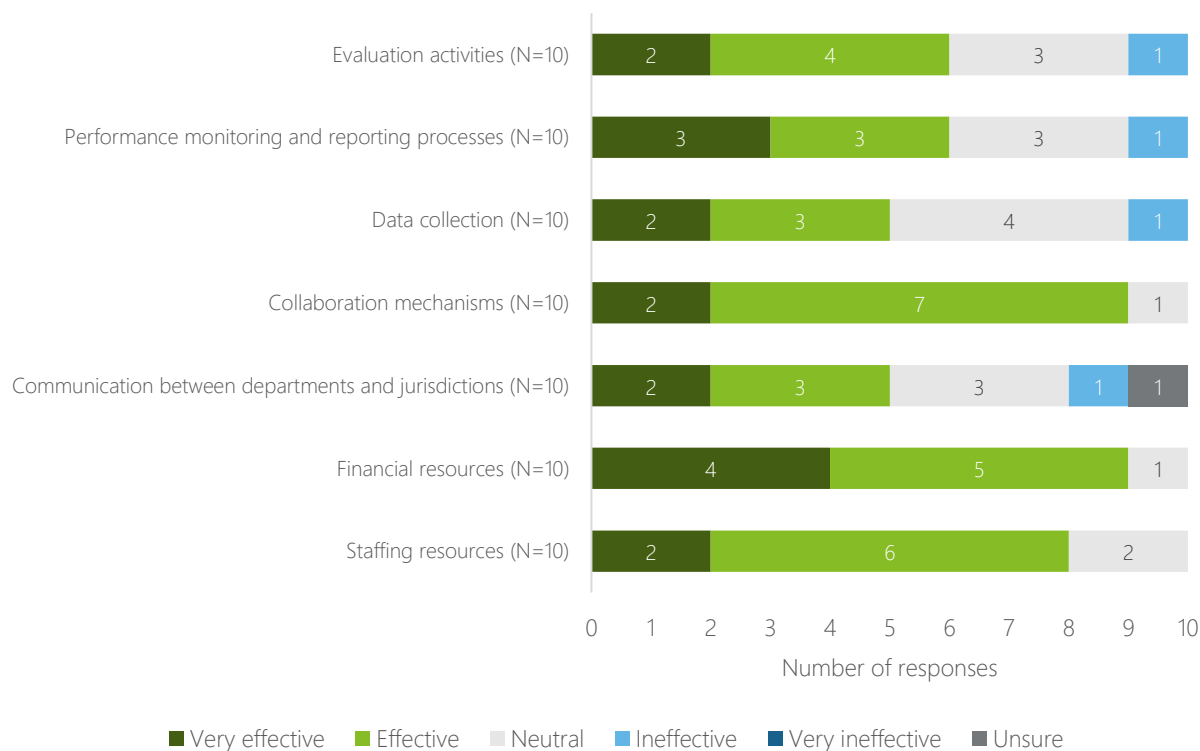
Are you able to provide further detail on the key challenges (if any) which hindered the implementation of the activity (or activities) your team is leading under the 1AP?

This question had 6 responses. Common themes mentioned included late assurances of funding for certain activities (and a lack of funding security), difficulties in managing the capacity constraints in finding local figures that implement changes within communities, the continuously developing nature of the evidence base, the magnitude of live online child sexual abuse, misaligned outcome targets relative to broader goals, difficulties around practical implementation of the First National Action Plan, and implementation within the original requested budget.

Question 14

This series of questions asked respondents whether they thought various aspects of the implementation of the First National Action Plan were effective based on their experience of implementing 1AP activities. All the questions had at least half of the respondents in agreement with the statement. The highest rates of agreement were for 'Collaboration mechanisms' (n=9) and 'Financial resources' (n=9), while the lowest rate of agreement was for 'Data collection' (n=5). Overall, there were only 4 respondents who answered 'Ineffective' to any of the 7 statements.

Chart D.30 Responses to several questions asking ‘Based on your experience of implementing 1AP activities, how effective were the following aspects:’

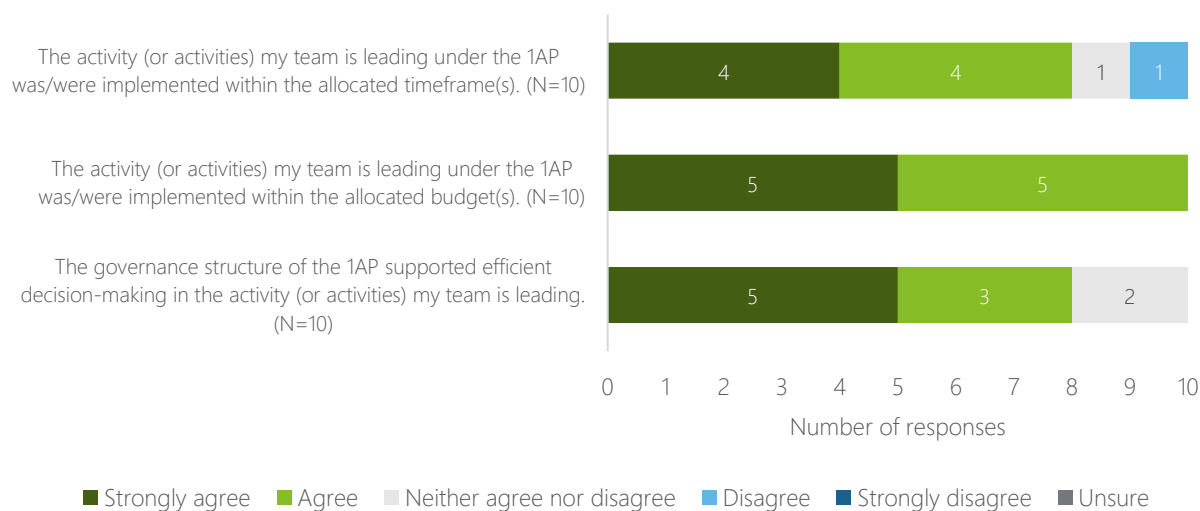


Source: Deloitte Access Economics.

Question 16

This series of questions asked respondents if they agreed with statements relating to the efficiency of the First National Action Plan. Most responses agreed with the statement. In total, only one respondent disagreed with one of the statements.

Chart D.31 Responses to several questions asking ‘To what extent do you agree with the following statements:’



Source: Deloitte Access Economics.

Question 17

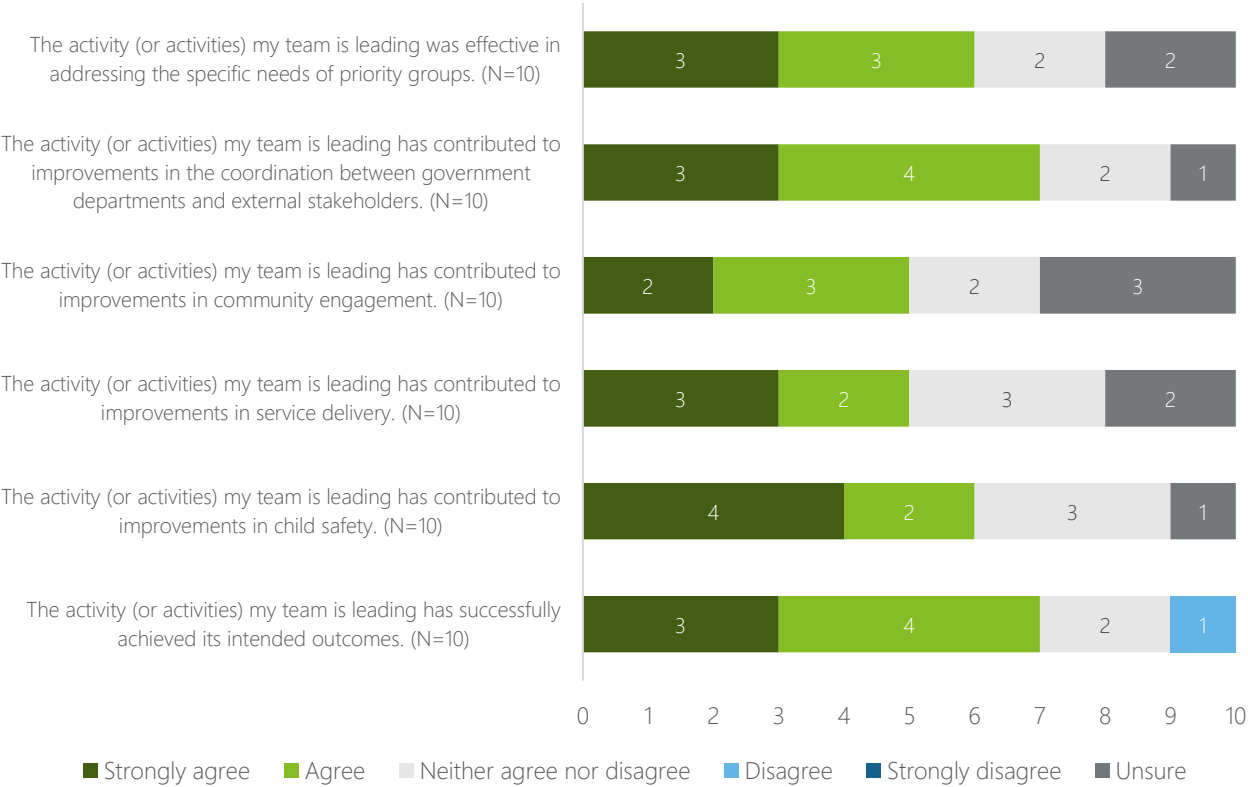
Are you able to provide further detail on your response to the statements provided in the previous question? This could include examples on why an activity (or activities) your team led was implemented within timeframes and budget.

This question had 6 responses. A respondent mentioned that recruiting pressures and internal vacancies caused timeframes, to be compressed, which delayed the delivery of measures.

Question 19

This series of questions asked respondents if they agreed with statements relating to the effectiveness of the First National Action Plan. At least half of the responses to each of the questions agreed with the statement. In total, only 1 respondent disagreed with 1 of the statements.

Chart D.32 Responses to several questions asking ‘To what extent do you agree with the following statements:’

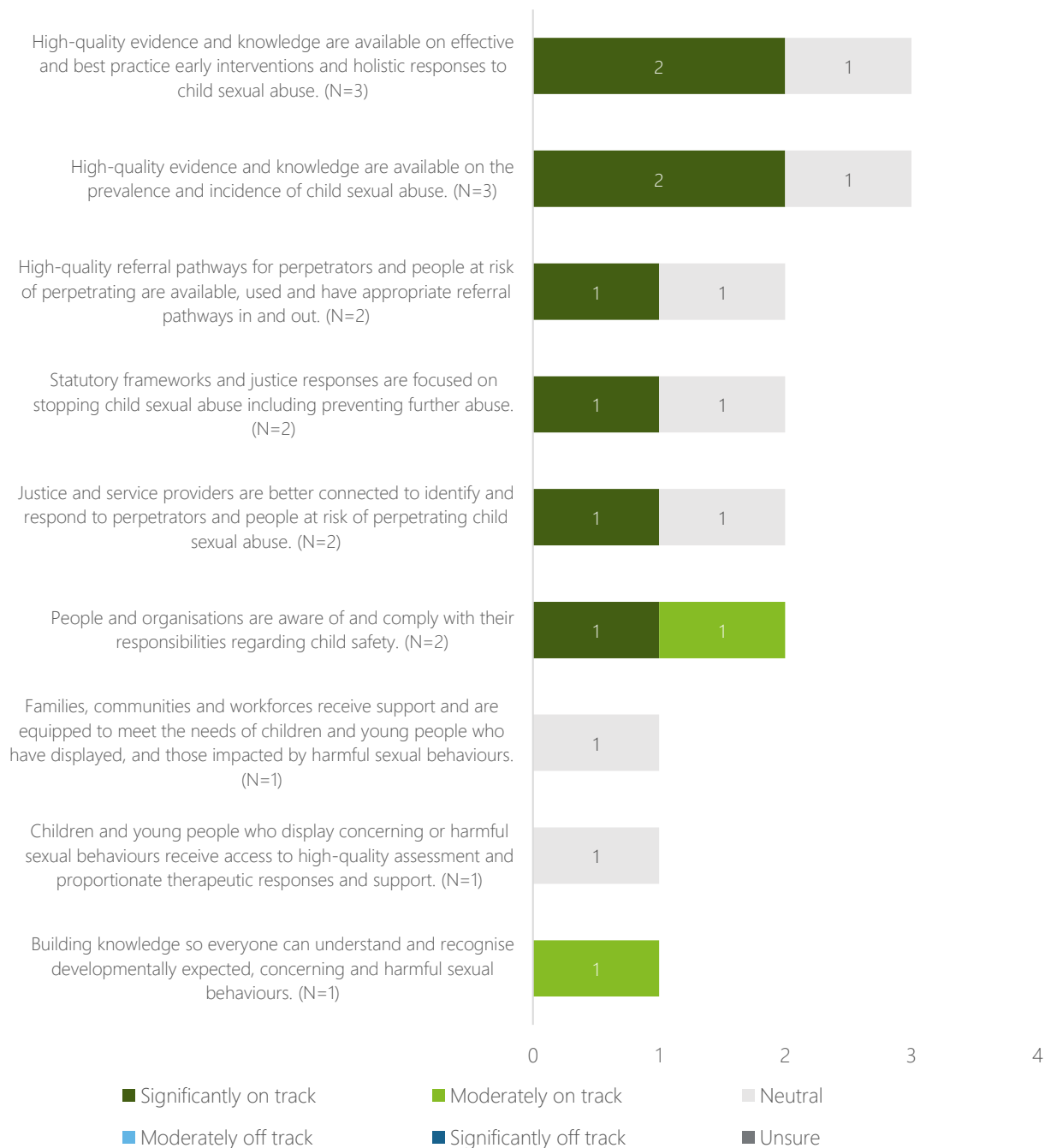


Source: Deloitte Access Economics.

Questions 20, 21, 22, 23 and 24

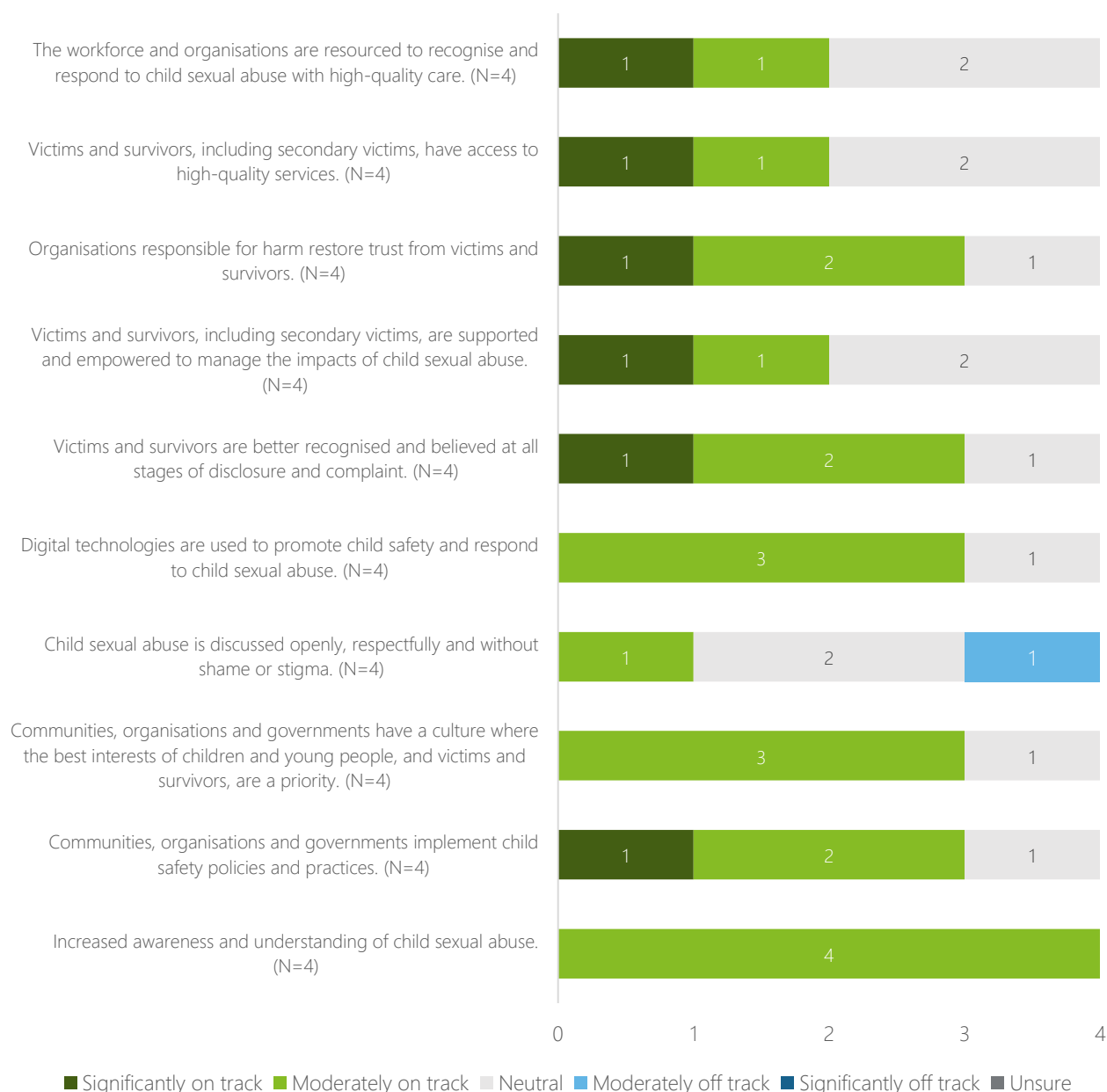
This series of questions asked respondents the extent to which they thought the First National Action Plan had made progress towards achieving a range of outcomes. Questions had a varied number of responses. Overall, respondents all chose ‘Strongly agree’, ‘Agree’ or ‘Neutral’ amongst the questions, and only one response of ‘Disagree’ (or ‘Strongly disagree’) was observed.

Chart D.33: Responses to several questions asking ‘To what extent do you think the 1AP has made progress towards achieving the following outcomes’



Source: Deloitte Access Economics.

Chart D.34: Responses to several questions asking ‘To what extent do you think the 1AP has made progress towards achieving the following outcomes’



Source: Deloitte Access Economics.

Question 25

Are you able to provide further detail of examples of key outputs produced as a result of the implementation of an activity (or activities) you have led or have been involved in?

This question had 8 responses. Responses varied widely. Some themes mentioned were improved education and referral opportunities, added resources, broader impacts as the sector becomes increasingly aware of these actions, and measurable avoided impacts through prevention and arrests.

Question 26

Have you observed any positive or negative impacts (including unintended consequences) as a result of the activity (or activities) you/your team implemented?

If yes, are you able to provide further detail?

This question had 10 responses.

- 5 respondents chose 'Yes'
- 5 respondents chose 'No'.

Of those that selected 'Yes', some positive impacts provided included educating and empowering youth, improved relationships with the specialist sector, better identification of offenders previously unknown to law enforcement, additional uptake in news media reports and in academia and staff considering risks to children as business as usual in risk registers. Negative impacts mentioned included a lack of staff and resourcing over time.

Question 27

Thinking about the overall implementation of the 1AP, how much progress do you think has been made in achieving the overall outcome:

Ultimately, that children are safe from sexual abuse through a society that understands and prevents harm, holds perpetrators accountable, restores trust, and provides lifelong support to victims and survivors.

Please select a figure from the scale of 0 (indicating no progress) to 10 (fully progressed).

The question had 10 responses.

- 5 respondents chose 7 or above (3 respondents chose 7, 2 respondents chose 9)
- 5 respondents chose between 4 and 6 (1 respondent chose 5, 4 respondents chose 6)
- No respondents chose 3 or below.

Question 29

What improvements (if any) could be made to improve the implementation of future National Strategy activities? Please select all that apply.

Response options (multiple answers permitted):

- More clarity on roles and responsibilities across all parties involved in the implementation of the plan(s)
- More flexibility in the design and implementation of the plan(s)
- Improved allocation of financial resources across the action plan(s)
- Improved allocation of human resources across the action plan(s)
- Enhanced stakeholder involvement
- Improved monitoring mechanisms to track progress and identify challenges and risks
- Other (please specify)
- No improvement required.

This question had 10 responses. 'Improved allocation of financial resources across the action plan(s)' was the most popular response option and was chosen by 5 respondents. In total, 1 respondent chose 'Other', and 1 respondent chose 'No improvement required'. The other response options were each chosen by 3 or 4 respondents.

Question 30

What changes (if any) in non-government advisory group governance arrangements (National Strategy Advisory Group (NSAG), National Clinical Reference Group (NCRG), Child Safe Sectors Leadership Group (CSSLG)) would improve the delivery of future action plans? Please select all that apply.

Response options (multiple answers permitted):

- More representation from priority groups
- Stronger collaboration between government and non-government stakeholders
- More regular reporting
- More transparent reporting (e.g., publishing meeting outcomes apart from regular reporting)
- Frequency of meeting
- Greater engagement with non-government advisory groups
- Other (please specify)
- No improvement required
- Unsure.

This question had 10 responses. 'No improvement required' was the most popular response option, being selected by 4 respondents. This was followed by 'Stronger collaboration between government and non-government stakeholders', 'Greater engagement with non-government advisory groups', and 'Unsure', each being selected by 3 respondents. Other response options were each selected by 1 or 2 respondents.

Question 31

What changes (if any) in government governance arrangements (e.g., National Strategy Policy Wording Group (NSPWG), Strategic Management Group (SMG) and Senior Oversight Group (SOG)) would improve the delivery and impact of future action plans? Please select all that apply.

Response options (multiple answers permitted):

- Stronger cross-government collaboration
- Stronger collaboration between government and non-government stakeholders
- Clearer accountability mechanisms
- More regular reporting
- More transparent reporting (e.g., publishing meeting outcomes apart from regular reporting)
- Frequency of meeting
- Greater engagement with government governance groups
- Other (please specify)
- No improvement required
- Unsure.

This question had 10 responses. 'Stronger cross-government collaboration' was the most popular response option, being chosen by 4 respondents. 'Stronger collaboration between government and non-government stakeholders', 'More transparent reporting (e.g., publishing meeting outcomes apart from regular reporting)' and 'Other (please specify)' were each selected by 3 respondents. All other response options were selected by 1 or 2 respondents.

Question 32

What do you think are the key lessons learnt from the implementation of the 1AP?

This question had 10 responses. Key themes amongst responses included the importance of significant and continuing funding, the importance of flexibility in the plan as trends in child protection change quickly, the importance of collaboration across governments, the understanding that the First National Action Plan is a positive starting point for raising awareness, but more changes need to be implemented at ground level.

Question 33

Do you have any feedback on how the design and implementation of future action plans can be improved?

This question had 5 responses. Feedback included longer lead times to secure future funding when transitioning from one action plan to another, more clarity around measures selected for inclusion in action plans, and longer feedback timelines.

One respondent suggested that measures could be less prescriptive, focusing on the desired outcome rather than the specific capability that should be established (e.g. increased general support, instead of increased number of counsellors).

D.1. Survey 4 of 4: Officer Level Working Groups survey questions

Question 3

Which of the following stakeholder groups describes your involvement in the National Strategy and the 1AP?

Response options (single answer permitted):

- Information Sharing Working Group (ISWG)
- Research, Evaluation and Data Working Group (REDWG)
- Children who have displayed Harmful Sexual Behaviours (CHSBWG)
- Child Safe Organisations Working Group (CSOWG)
- Victim Support and Workforce Development Working Group (VSWDWG)
- Other (please specify).

6 respondents responded to this question. 5 of these respondents indicated that the ISWG described their involvement with the National Strategy and 1AP, while 1 responded that REDWG best indicated their involvement.

Question 5

Which of the following jurisdictions do you represent in your involvement in the National Strategy and the 1AP?

This question had 10 responses. In total, 1 respondent represented the Australian Capital Territory, 2 represented New South Wales, 2 represented the Northern Territory, 3 represented Tasmania, and 2 represented Victoria.

Question 6

Which of the following National Strategy's 1APs have you engaged with?

Note: If you are unsure on which activities are part of the Theme, please refer to this link for First Commonwealth Action Plan activities (see pages 24-25) and this link for First National Action Plan activities (pages 34-35).

This question had 10 responses. In total, 6 respondents only engaged with the First National Action Plan, 2 respondents only engaged with the First Commonwealth Action Plan, and 2 engaged with both.

Question 10

For how long have you been working on the National Strategy?

This question had 10 responses. In total, 4 respondents have been working on the National Strategy for less than 1 year, 2 have been working on it for 1-2 years, 1 has been working on it for 2-3 years, and 3 have been working on it for more than 3 years.

Question 11

Which of the following key 1AP themes have you engaged with? Please select all that apply.

Note: If you are unsure on which activities are part of the Theme, please refer to this link for First Commonwealth Action Plan activities (see pages 24-25) and this link for First National Action Plan activities (pages 34-35).

Response options (multiple answers permitted):

- Theme 1: Awareness raising, education and building child safe cultures
- Theme 2: Supporting and empowering victims and survivors

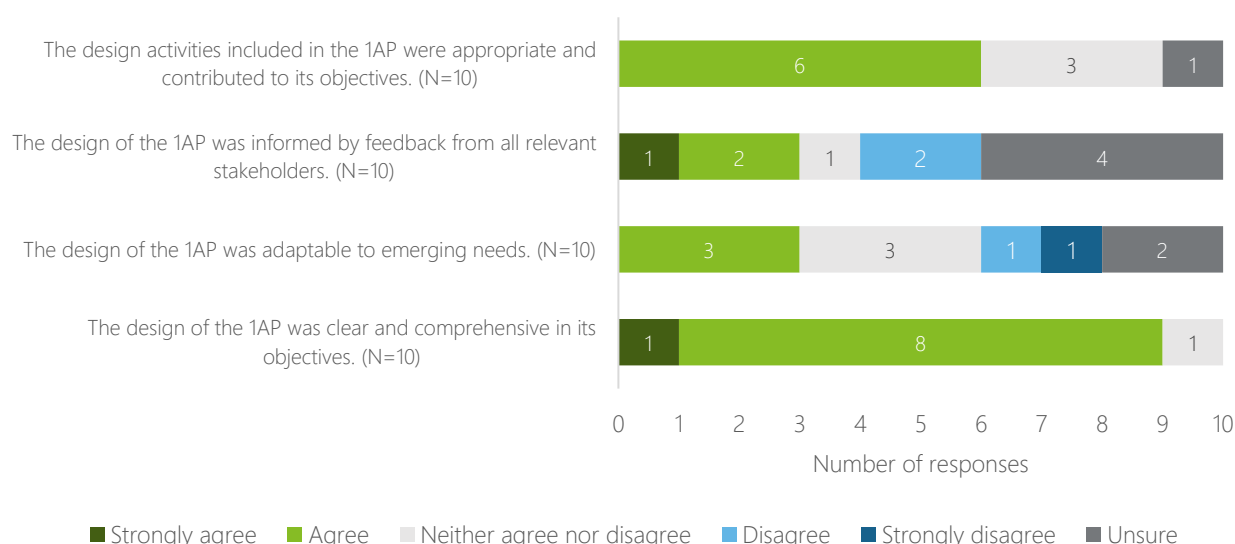
- Theme 3: Enhancing national approaches to children who have displayed harmful sexual behaviours
- Theme 4: Offender prevention and intervention
- Theme 5: Improving the evidence base
- All themes.

This question had 10 responses. In total, 5 respondents engaged with activities in Theme 1, 2 respondents engaged with Theme 2, 2 respondents engaged with Theme 5, and 1 respondent engaged with all themes.

Question 13

This series of questions asked the extent to which respondents agreed with a set of statements related to the design of the First National Action Plan. Responses varied across the questions. Responses of 'Disagree' or 'Strongly disagree' were only seen for 'The design of the 1AP was informed by feedback from all relevant stakeholders' and 'The design of the 1AP was adaptable to emerging needs', while all statements saw at least 3 responses in agreement.

Chart D.35: Responses to several questions asking 'To what extent do you agree with the following statements:'



Source: Deloitte Access Economics.

Question 15

What were the key factors which supported the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant factor and the lowest indicating the least significant factor.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 48 responses. A detailed breakdown of responses is provided below:

- 10 respondents added 'Collaboration between agencies' into the Applicable Factors box
- 8 respondents added 'Adequate governance arrangements' into the Applicable Factors box
- 7 respondents added 'Strong support for the 1AP within the sector' into the Applicable Factors box
- 6 respondents added 'Sufficient staffing resources' into the Applicable Factors box
- 5 respondents added 'Sufficient financial resources' into the Applicable Factors box
- 5 respondents added 'Adequate workforce capability' into the Applicable Factors box
- 4 respondents added 'Existing informal relationships among stakeholders within the broader sector' into the Applicable Factors box

- 3 respondents added 'Technological systems to support the delivery of activities' into the Applicable Factors box
- 0 respondents added 'Other (please specify)' into the Applicable Factors box.

Where respondents did not add a factor to the 'Applicable factors' box, they largely added it to the 'Not applicable factors' box. In 1 case, a respondent did not add 'Strong support for the 1AP' into either box.

Question 16

Are you able to provide further detail on the key factors which supported the implementation of the 1AP?

This question had 6 responses. Key factors mentioned here included support from various parties (the Australian Government, the broader sector) and certain states and territories championing the reforms.

Question 17

What were the key factors which hindered the implementation of the 1AP?

Please drag all options that apply into the 'Applicable factors' box and rank them from highest to lowest, with the highest indicating the most significant challenge and the lowest indicating the least significant challenge.

Please drag all options that do not apply into the 'Not applicable factors' box.

This question had 63 responses. A detailed breakdown of responses is provided below:

- 10 respondents added 'Financial resource constraints' into the Applicable Factors box
- 10 respondents added 'Staffing resource constraints' into the Applicable Factors box
- 8 respondents added 'Competing priorities' into the Applicable Factors box
- 7 respondents added 'Limited workforce capability' into the Applicable Factors box
- 7 respondents added 'Limited capacity across the sector to engage due to their own resourcing constraints' into the Applicable factors box
- 6 respondents added 'Insufficient time to deliver activities' into the Applicable Factors box
- 5 respondents added 'Complexity of activities' into the Applicable Factors box
- 4 respondents added 'Low awareness and/or participation from the broader sector' into the Applicable Factors box
- 4 respondents added 'Limited collaboration' into the Applicable Factors box
- 2 respondents added 'Lack of technological advancements/systems support' into the Applicable Factors box
- 0 respondents added 'Other (please specify)' into the Applicable Factors box.

Where respondents did not add a factor to the 'Applicable factors' box, they all added it to the 'Not applicable factors' box.

Question 18

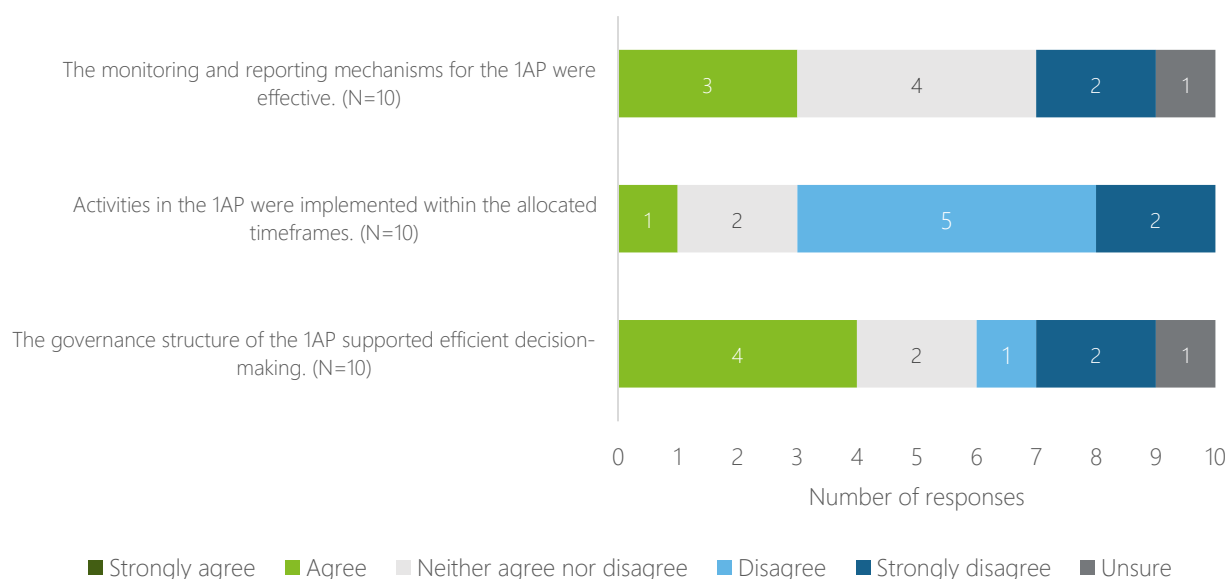
Are you able to provide further detail on the key challenges (if any) which hindered the implementation of the 1AP?

This question had 7 responses. Themes mentioned included a lack of resources, worker capabilities and funding. The current goals being lofty, and the unavailability of nationally consistent information and communications was also mentioned.

Question 20

This series of questions asked the extent to which respondents agreed with a set of statements related to the efficiency of the First National Action Plan. Responses varied across the questions; however, less than half of the respondents agreed with any of the statements. More than half of the respondents disagreed with the statement 'Activities in the 1AP were implemented within allocated timeframes'.

Chart D.36: Responses to several questions asking ‘To what extent do you agree with the following statements:’



Source: Deloitte Access Economics.

Question 21

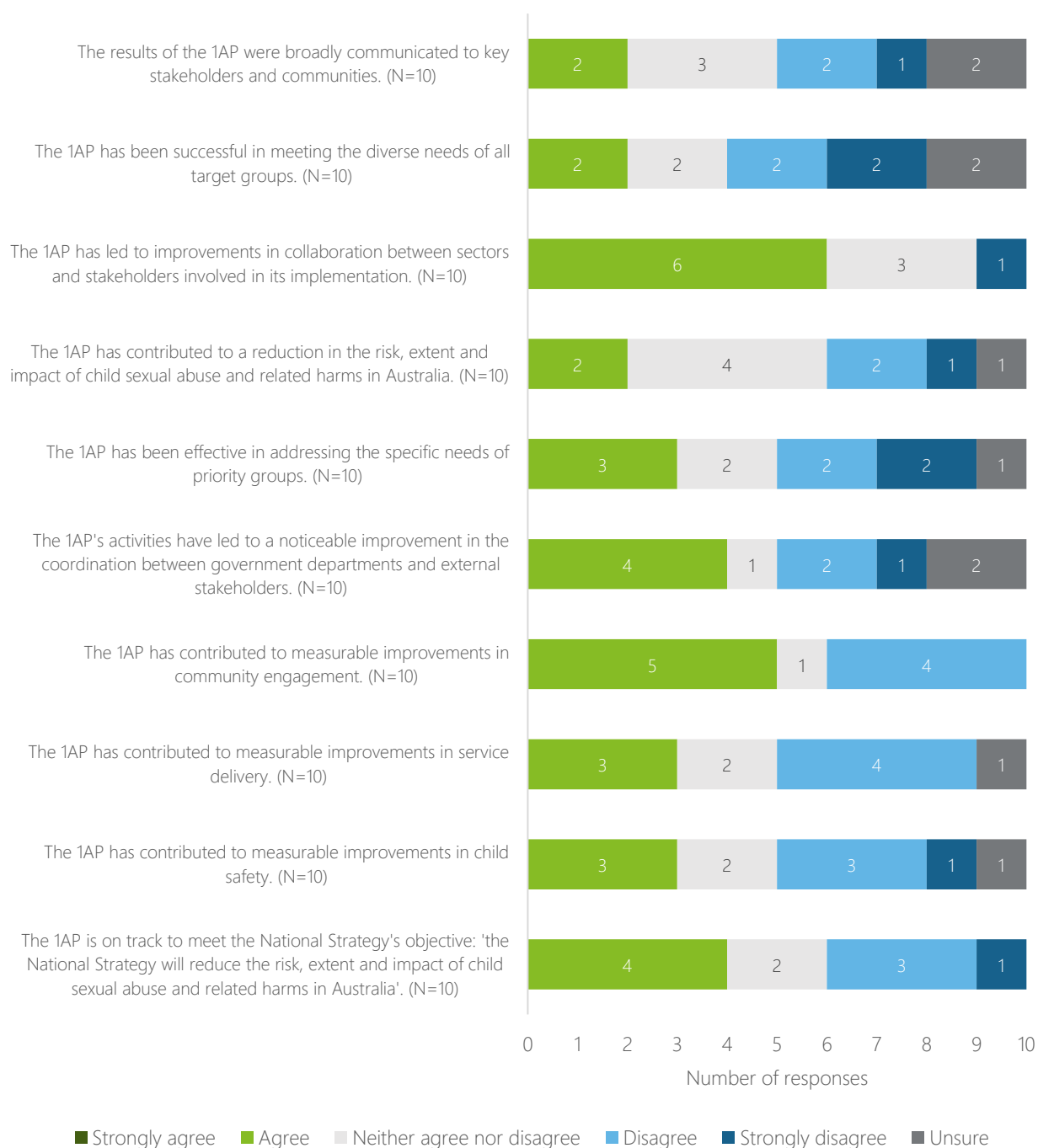
Are you able to provide further detail on your response to the statements provided in the previous question? This could include examples on how a particular aspect of the 1AP was efficient or less efficient.

This question had 3 responses. Respondents noted that the Commonwealth could do more to reduce confusion and conflicting strategies among various Commonwealth departments. It was also noted that there is a lack of available data and that several measures within the First Action Plan are yet to be completed.

Question 23

This series of questions asked the extent to which respondents agreed with a set of statements related to the effectiveness of the First National Action Plan. Responses were mixed across these questions. The only statement with a majority of responses in agreement was ‘The 1AP has led to improvements in collaboration between sectors and stakeholders involved in its implementation’.

Chart D.37: Responses to several questions asking 'To what extent do you agree with the following statements:' (N=10)

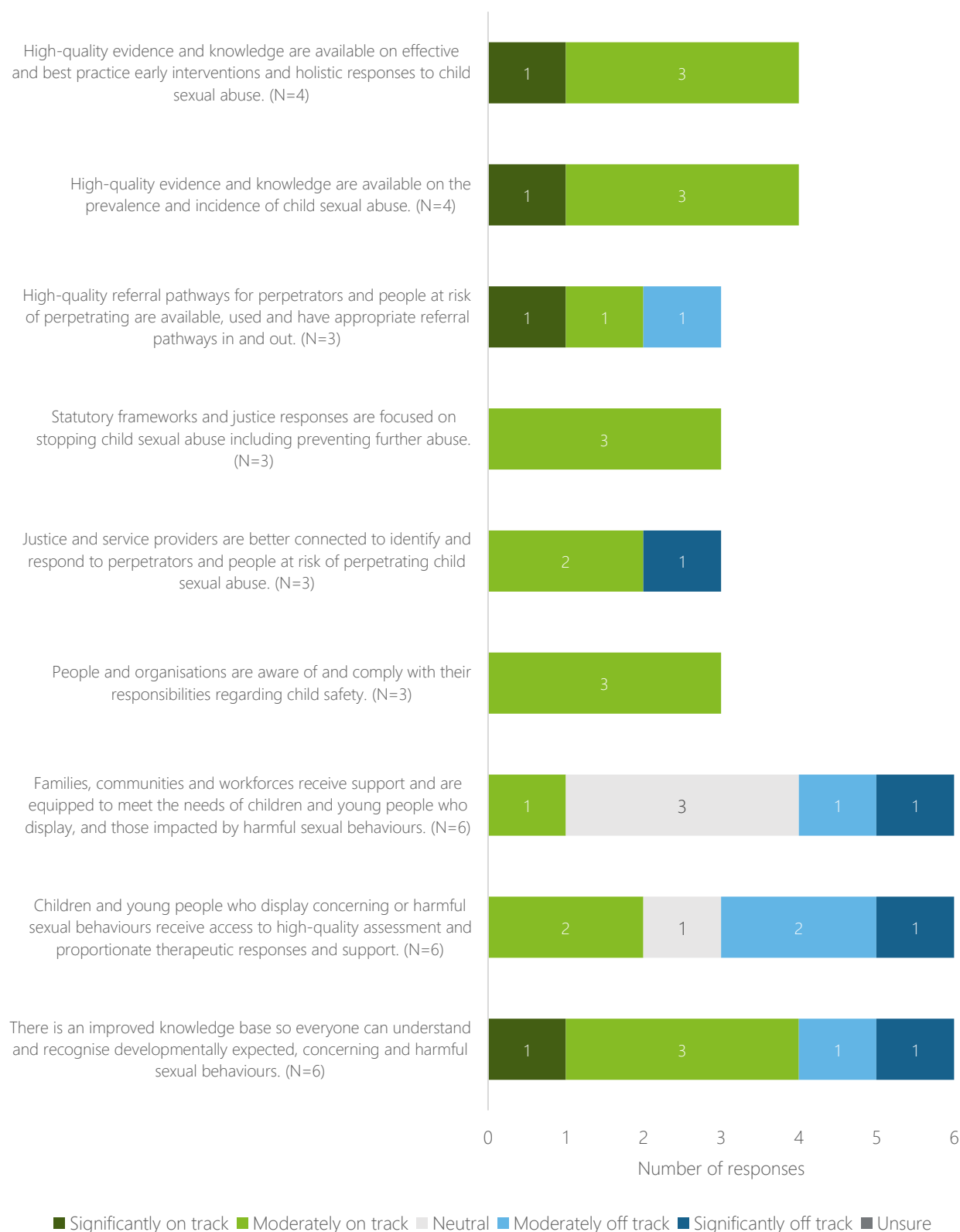


Source: Deloitte Access Economics.

Questions 24, 25, 26, 27 and 28

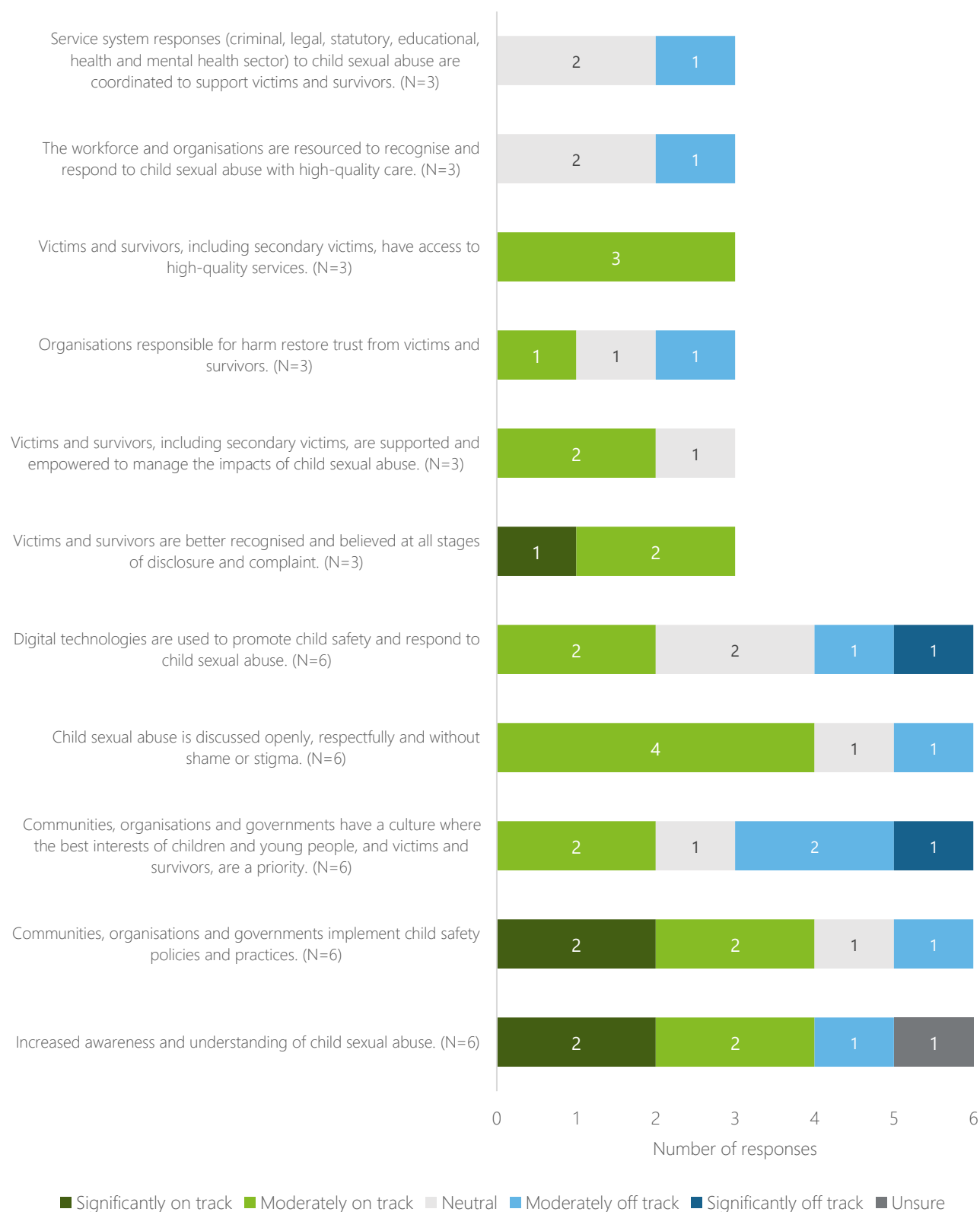
This series of questions asked respondents for their thoughts on the degree of progress towards a set of medium-term outcomes related to the effectiveness of the First National Action Plan. The number of responses varied across the questions, as did the nature of responses recorded.

Chart D.38: Responses to several questions asking ‘Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes:’



Source: Deloitte Access Economics.

Chart D.39: Responses to several questions asking ‘Thinking of the activities you engaged with, to what extent do you think the 1AP has made progress towards achieving the following medium-term outcomes:’



Source: Deloitte Access Economics.

Question 29

Thinking about the overall implementation of the 1AP, how much progress do you think has been made in achieving the overall outcome:

Children are safe from sexual abuse through a society that understands and prevents harm, holds perpetrators accountable, restores trust, and provides lifelong support to victims and survivors.

Please select a figure from the scale of 0 (indicating no progress) to 10 (fully progressed).

The question had 10 responses.

- 5 respondents chose between 4 and 6 (2 respondents chose 4, 3 respondents chose 5)
- 4 respondents chose 3 or below (3 respondents chose 3, 1 respondent chose 2)
- 1 respondent chose 7 or above (1 respondent chose 7).

Question 30

Have you observed any positive or negative impacts (including unintended consequences) as a result of the 1AP?

If yes, are you able to provide further detail?

This question had 10 responses.

- 5 respondents chose 'Yes'
- 5 respondents chose 'No'.

Of those who chose 'Yes', it was mentioned that the Commonwealth has failed to coordinate and influence the respective agencies in their implementation, as states have taken the lead on this. A response also mentioned that the funding and resources provided in the Northern Territory may restrict other work (such as education) in remote communities. Positive impacts mentioned included proactive engagement by jurisdictions to improve child information sharing and individuals having conversations with their child about relevant matters following advertising campaigns.

Question 32

Which of the following areas of the 1AP (if any) do you think could be improved for future action plans? Please select all that apply.

Response options (single answer permitted):

- More clarity on roles and responsibilities across all parties involved in the implementation of the plan(s)
- More flexibility in the design and implementation of the plan(s)
- Better allocation of financial resources across the action plan(s)
- Better allocation of human resources across the action plan(s)
- Enhanced stakeholder involvement
- Improved monitoring mechanisms to track progress and identify challenges and risks
- Other (please specify)
- No improvement required.

This question had 10 responses. The most selected options for improvement areas were 'More clarity on roles and responsibilities across all parties involved in the implementation of the plan(s)' and 'Better allocation of financial resources across the action plan(s)', both options being selected by 8 respondents. 'More flexibility in the design and implementation of the plan(s)' was the least selected of the pre-defined options, only being selected by 2 respondents. 'No improvement required' was not selected by any respondents.

Question 33

What changes (if any) in governance arrangements would improve the delivery and uptake of future action plans? Please select all that apply.

Response options (single answer permitted):

- More representation from priority groups
- Stronger cross-government collaboration
- Stronger collaboration between government and non-government stakeholders
- Clearer accountability mechanisms
- More regular reporting
- Other (please specify)
- No improvement required.

This question had 10 responses. The most selected option was 'Stronger cross-government collaboration' and 'Clearer accountability mechanisms', which were both selected by 6 respondents. The least selected of the pre-defined options was 'More representation from priority groups' (selected by 3 respondents). 'No improvement required' was not selected by any respondents.

Question 34

How, if at all, can the governance structure be improved to support the implementation of the National Strategy?

This question had 10 responses. Respondents mentioned the lack of senior staff with authorising platforms or knowledge attending meetings, greater accountability, clearer measures, adjusting strategies so they can be implemented outside of urban areas and an increased understanding of governance by staff.

Question 35

What do you think are the key lessons learnt from the implementation of the 1AP?

This question had 10 responses. Themes mentioned included greater collaboration, less focus on co-design, a forward focus on future state needs across all jurisdictions, the momentum-damaging impacts of long lead times, the importance of being bold in option identification to progress recommendations and the need to have senior-level engagement across both governance and the commitments. It was also noted that there are difficulties in recruiting for positions and reaching rural communities.

Question 36

Do you have any feedback on how the design and implementation of future action plans can be improved?

This question had 10 responses. Feedback included the need for clearer leadership, responsibility taken, and expectations upheld for the Australian Government in national dialogues. It was also mentioned that clear ministerial authorisation for the work being undertaken and a ministerial forum for reporting would lead to improvements. as well as hearing from a diverse range of voices, including victim survivors and those in rural communities.

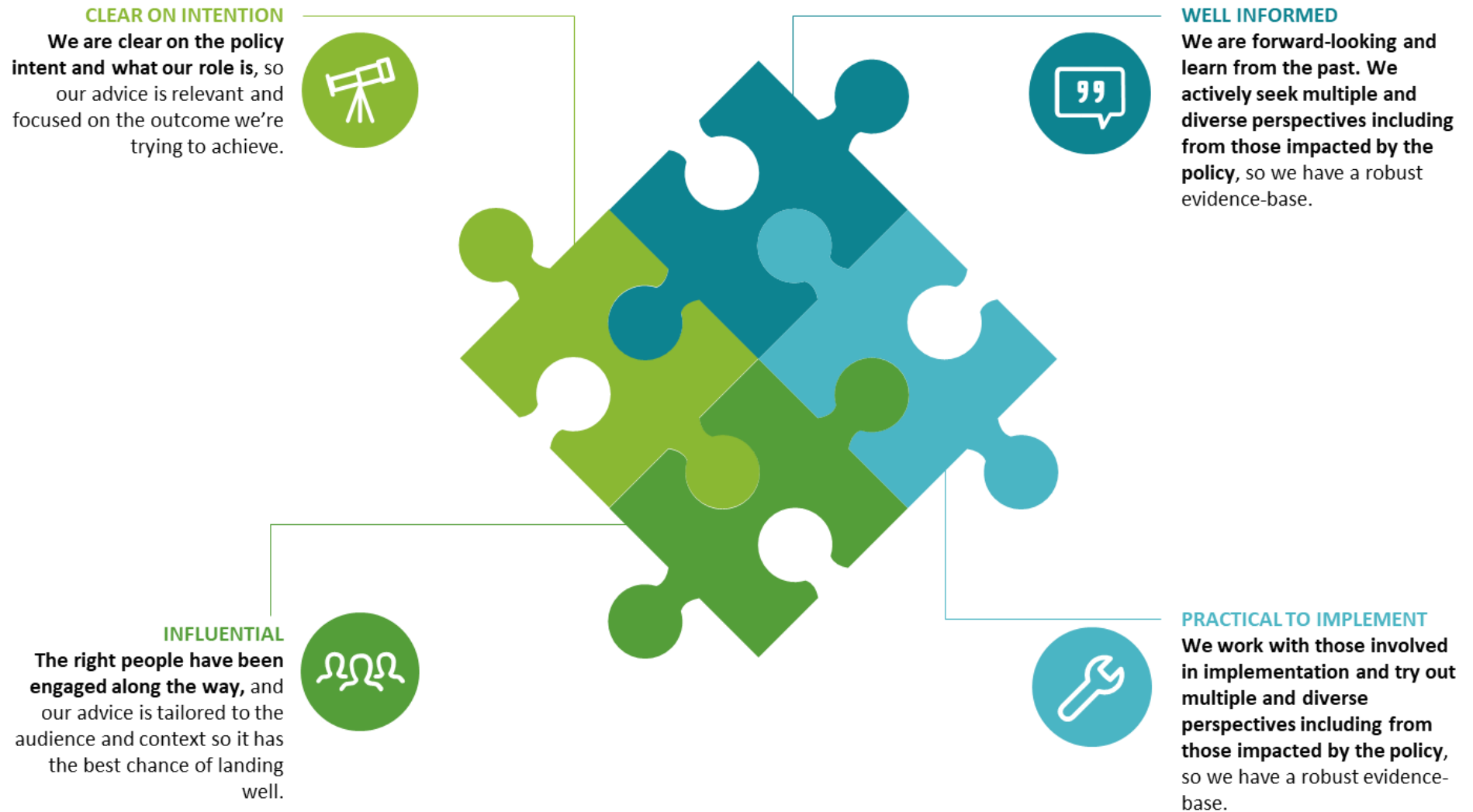
Appendix E Model for Great Policy Advice

The Model for Great Policy Advice is the basic agreed principles upon which Australian Government policy is guided by. The model was co-designed with over 180 people, internal and external to the Australian Public Service, and outlines elements of great policy advice.¹ As seen in Figure E.0, the model consists of 4 principles, outlined as follows.

- **Clear on intention** – this principle specifies that well-designed policy should have a clearly defined problem, have an understanding of the true need for the policy, articulate why government intervention is needed, and be clear on the intended outcomes and how they will be measured.
- **Well-informed** – a well-informed policy is evidence-based, built upon both qualitative and quantitative data, and developed in collaboration with people affected by the policy. Diverse perspectives and expertise are inputs into the policy design, with key stakeholders from within and outside the public service having been consulted. There should be consideration of the wider policy context, and lessons from previous initiatives should be incorporated into the design of the policy.
- **Practical to implement** – this principle focuses on ensuring that the policy solutions have been designed to achieve its intended outcomes. This principle also prompts policymakers to consider how the policy will be delivered in the real world and asks policymakers to consider the potential unintended impacts of the program. This can be achieved through exploring and testing multiple options and evaluating them with genuine input from implementers and end users. Additionally, evaluation should be embedded from the beginning of the project.
- **Influential** – influential advice involves engaging stakeholders with influence from the start and including them in the advice process. By bringing those with influence on the journey, stakeholders are aware of what to expect when the advice is communicated.

¹ Australian Government, Australian Public Service Academy (n.d.) *Delivering Great Policy* <<https://www.apsacademy.gov.au/aps-craft/strategy-policy-evaluation/delivering-great-policy>>.

Figure E.1: Model for Great Policy Advice (Adapted from the Australian Public Service).



Source: Australian Government- Australian Public Service

Appendix F Implementation of 1AP activities

The assessments of implementation against the initial plans – outlined in the 1AP documents and by Activity Leads – are provided below. While the National Office categorises implementation status as ‘*complete – no further progress reporting required*’, ‘*Implemented*’, ‘*In progress – substantial*’, ‘*In progress – some progression*’, and ‘*In progress – limited progression*’, this evaluation determines implementation status through a broader review. This includes consultations with Activity Leads, annual reports and other program documentation such as activity-level audits and evaluations.

Table F.1 provides an overview of rating assessments for the implementation progress of 1AP activities represented by Harvey balls. Table F.2 provides an assessment of the levels of available evidence for each activity. Table F.3 provides further detail on the implementation progress of individual 1AP activities.

Table F.1: Definition of rating assessments for implementation of activities under the 1AP.

Progress	Definition
	Complete: Fully progressed. The activity is considered fully complete. No action or further reporting required.
	Implemented: The activity has been implemented, including where the activity now forms part of business-as-usual activity. This rating also includes activities where the design, development or delivery phase has now been completed, and the product or service has been launched. Further action or reporting are still required.
	In progress (substantial progression): There is substantial evidence that suggests this activity is well progressed towards completion.
	In progress (some progression): The activity is overall somewhat progressed towards completion.
	In progress (limited progression): The activity has commenced, but greater focus is required in the implementation of the activity, as there is limited progress.

Source: National Office for Child Safety

Table F.2 Definition of available evidence for informing assessments of alignment with the relevant action plan.

Evidence	Definition
	Publicly available documentation and regular implementation reporting to the National Office by Activity Leads.

	Publicly available documentation, regular implementation reporting to the National Office by Activity Leads and consultation data (survey and interview).
	Publicly available documentation, regular implementation reporting to the National Office by Activity Leads, consultation data (survey and interview) and additional documentation provided by stakeholders.

Source: Deloitte Access Economics

Table F.3: Implementation progress made under the First National Action Plan.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
Theme 1: Awareness raising, education and building child safe cultures					
1. Implement and promote the National Principles for Child Safe Organisations.	National Office for Child Safety			The National Office worked with state and territory governments and the non-government sector to successfully deliver several resources (including Child Safe Organisation resources, Keeping our Kids Safe resources, Child Safety Risk Management resources and Complaint Handling guide) and rounds of promotional campaigns to support and promote the National Principles. The National Office worked with the Child Safe Organisation Working Group to embed the National Principles into legislation across jurisdictions.	The National Office noted that while some procurement activities have been delayed due to stakeholder feedback, this activity is considered largely complete. According to regular implementation reporting to the National Office, while this activity has been implemented, it <i>'progressed with issues'</i> and was scheduled to terminate in June 2025. Going forward, the National Office will continue to promote the National Principles through television and social media advertisement campaigns. It will conduct a scoping development of child safety resources to provide specific support to implement the National Principles.
2. Set up an ongoing national annual reporting framework for non-government organisations to report on their progress to create and maintain child-safe cultures.	National Office for Child Safety			Between 2024 and 2025, the National Office conducted two rounds of consultation seeking feedback on a public consultation paper and draft model. The National Office received 39 public submissions, which were reported on in a consultation report. The National Office presented a work plan to the Child Safe Organisation Working Group for endorsement. Stakeholder consultation with Activity Leads revealed that NAP 2 required more foundational research than initially anticipated.	This activity is still underway. According to program documentation, this activity is on track to be implemented and is scheduled to terminate in June 2025.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
3. Enhance national arrangements for sharing child safety and wellbeing information.	National Office for Child Safety			The National Strategy's Information Sharing Working Group (ISWG) established a sub-working group in May 2024 to develop possible legislative and administrative arrangements for implementing a national information sharing scheme. These efforts have been supplemented by the interjurisdictional agreement on the benefits of nationally consistent legislative reportable conduct schemes (October 2024) and a feasibility study on the exchange of international criminal history information for working with children checks (expected to be delivered in June 2025).	This activity is in progress. According to regular implementation reporting to the National Office, this activity has '<i>progressed with issues</i>' and was scheduled to terminate in June 2025. Consultation with Activity Leads revealed that low buy-in from jurisdictions and difficulties in engaging states and territories in this activity have led to delays in the implementation of this activity.
4. Support the provision of resources for teachers, children and young people's education in areas focused on wellbeing, relationships and safety, including online safety.	Australian Government Department of Education			The Australian Government has committed \$77.6 million over 5 years from June 2024 towards Consent and Respectful Relationships Education (CRRE) in primary and secondary schools. The CRRE Federal Funding Agreement Schedule (FFAS) includes resourcing to train teachers and school staff and to support the development of resources to meet the needs of vulnerable and marginalised groups in school communities. All Education Ministers signed the FFAS in June 2024.	This activity is in progress. According to regular implementation reporting to the National Office, this activity is ' <i>on track</i> ' to be completed within its intended time frames.
5. Work with the National Centre to develop and deliver education and capacity-building measures.	National Office for Child Safety			The National Centre released its 5-year strategy, Here for Change, and has delivered a range of programs, resources and training to support building workforce capability in preventing and responding to child sexual abuse. This includes delivery of 22 webinars and training courses, which engaged 6,165 participants, and publication of 31 knowledge resources. The National Centre also published a mapping tool	According to regular implementation reporting to the National Office, this activity is ' <i>on track</i> ' to be completed within the intended time frames.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				for Minimum Practice Standards for Specialist and Community Support Services responding to child sexual abuse. It also published its Knowledge to Action Framework, which underpins the approach to using knowledge to build workforce capability, reduce stigma and raise community awareness.	
6. Deliver a national awareness-raising campaign on child sexual abuse.	National Office for Child Safety			The campaign 'One Talk at a Time' was launched in October 2023 and was a series of television, online, radio and cinema advertisements that aimed to encourage adults to learn more about child sexual abuse. The advertising component of the campaign concluded on 30 June 2024. The campaign includes education tools and resources, which are available online. Stakeholder consultations with Activity Leads noted that NAP 6 was designed with a defined scope and clear objective.	According to regular implementation reporting to the National Office, this activity is <i>'on track'</i> to be completed within the intended time frames. As of mid-2025, some 'below-the-line' work to support the campaign is continuing. The Auditor-General conducted a performance audit of Australian Government Advertising in 2024, which included 'One Talk at a Time'. The audit found that the campaign was largely compliant with the review, certification and publication requirements of the framework. The audit noted that the campaign achieved one objective and partially achieved two objectives. It also noted that campaign effectiveness was reduced due to the delayed implementation of pre-launch public relations activities.
Theme 2: Supporting and empowering victims and survivors					
7. Deliver a national information and referral service for victims and survivors of child sexual abuse and others seeking help and information.	National Office for Child Safety			Foundational work has been completed, including a broad public consultation process that sought feedback from stakeholders to inform the design and implementation of the national information and referral service. Approach to market commenced in October 2024 as a two-	According to regular implementation reporting to the National Office, this activity has <i>'progressed with some issues.'</i> At the time of this report, an RFT has been released to the market. Stakeholder consultation and the National Strategy program data both indicated that this activity

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				stage process which comprises an expression of interest and Request for Tender (RFT).	has experienced implementation delays due to its unexpected levels of complexity, requiring additional foundational research and consultation.
8. Deliver a trauma-aware, healing-informed and culturally appropriate resource to improve early disclosure experiences of, and access to specialist services for, Aboriginal and Torres Strait Islander victims and survivors.	National Indigenous Australians Agency			NIAA has engaged SNAICC to co-design a trauma-aware, healing-informed and culturally appropriate national training package for front-line care workers, known as 'Project BIRD'. Foundational work has been undertaken including: • the establishment of the BIRD Indigenous Reference Group • literature review on delivering effective, culturally safe, trauma-aware, healing-informed care for victims and survivors of child sexual abuse • delivering a monitoring and evaluation strategy • workshops to co-design content of the training module. A final training package was delivered in late 2023, including modules supporting learning material.	According to regular implementation reporting to the National Office, this activity is 'on track' to be implemented.
9. Enhance legislative protections for vulnerable witnesses.	Attorney-General's Department			The Crimes Amendment (Strengthening the Criminal Justice Response to Sexual Violence) Bill 2024 (the Bill) amends Part IAD of the <i>Crimes Act 1914</i> (Cth) to implement trauma-informed measures that better support vulnerable persons when appearing as complainants and/or witnesses in Commonwealth criminal proceedings.	This Bill passed both houses of Parliament on 29 November 2024. According to regular implementation reporting to the National Office, this activity is 'on track' to be completed within its intended timeframe.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
10. Set up a national support service for non-offending family members of child sexual abuse perpetrators.	National Office for Child Safety			The National Office published the executive summary of the Lonergan Consultation Outcome Report, which informed the design of a national support service for non-offending family members of child sexual abuse perpetrators. Extensive consultations were conducted with various stakeholders, and a request for tender was published to select a service provider for delivering this support service.	According to the Attorney-General's Department Report (June 2025) <i>Conduct of Procurement Relating to Two New Child Sexual Abuse-related National Services</i>, procurement for the national service has been significantly delayed. Funding for the services was provided through the 2021–22 Budget with the expectation that services would begin to be provided by the start of 2023–24. According to regular implementation reporting to the National Office, this activity has '<i>progressed with issues</i>'.
11. Share opportunities to improve child witness interviewing.	Australian Federal Police			The AFP has worked with Australian, state and territory government agencies to share best practice approaches to child witness interviewing. The AFP has an ongoing role to provide information or represent any Commonwealth issues, both as part of Operation GRIFFIN and Child Abuse Royal Commission responsibilities.	According to the National Strategy Second Annual Report 2024 and program documentation, this activity was completed within the intended timelines of the 1AP.
Theme 3: Enhancing national approaches to children with harmful sexual behaviours					
12. Set up a National Clinical Reference Group.	National Office for Child Safety			The National Clinical Reference Group (NCRG) was established in April 2022 and has contributed to a range of activities, including the development of National Principles for understanding and responding to sexual behaviours, and the development of the National Clinical and Therapeutic Framework. In response to an evaluation, additional First Nations members were added to the Reference Group in 2023.	According to the National Strategy Second Annual Report 2024, the NCRG was set up within the timeframe of the 1AP. According to regular implementation reporting to the National Office, this activity has been implemented and is '<i>on track</i>' to being complete. The NCRG will continue to play an ongoing role in the development of the National Clinical and Therapeutic Framework and, therefore, is considered still in progress by the National Office.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
13. Develop guidelines or national standards for understanding, preventing and responding to children who have displayed harmful sexual behaviours.	National Office for Child Safety			The National Office developed national principles for responding to, supporting and safeguarding children who have displayed harmful sexual behaviours. These principles were developed through consultation with the National Clinical Reference Group, the interjurisdictional Working Group and targeted sector stakeholders. Additional consultation was undertaken in 2024 to validate initial consultation outcomes, including consultation with First Nations stakeholders and young people. Consultation with stakeholders notes that direction on how NAP 13 will be delivered to assist the sector and users of the guidelines is missing from the activity.	This action is still in progress, with a final draft planned to be released in the second half of 2025. The National Office noted in consultation that NAP 13 has been delayed. According to regular implementation reporting to the National Office, the implementation of this activity is classified as <i>'ongoing'</i> beyond the timeframe of the 1AP and has <i>'progressed with issues'</i>.
14. Set up a national clinical and therapeutic framework for responding to children and young people who have displayed harmful sexual behaviours.	National Office for Child Safety			The Australian Centre for Child Protection (ACCP) has been procured to develop and deliver the National Clinical and Therapeutic Framework in 2025.	This action is still in progress. The ACCP completed consultation workshops in November 2024 to inform the initial development of the framework. According to regular implementation reporting to the National Office, the implementation of this activity is classified as <i>'ongoing'</i> beyond the timeframe of the 1AP and is <i>'on track'</i> to be implemented within its intended timeframe.
15. Increase workforce capability for preventing and responding to children and young people who have	National Office for Child Safety			This activity has not yet commenced.	This activity is contingent on the outputs of NAP 13 and NAP 14, and because those activities are still underway, this activity has not commenced. According to regular implementation reporting to the National Office, the implementation of this activity is classified as <i>'ongoing'</i> beyond the timeframe of the 1AP and has <i>'progressed with issues'</i>.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
displayed harmful sexual behaviours.					
16. Support the community to better understand and respond to developmentally appropriate sexual behaviours and harmful sexual behaviours.	National Office for Child Safety			This activity has not yet commenced.	This activity has not commenced. The findings from foundational research conducted under NAP 6 have paused work on this action. According to the regular implementation reporting to the National Office provided by the National Office, the implementation of this activity is classified as <i>'ongoing'</i> beyond the timeframe of the 1AP and has <i>'progressed with issues'</i>.
Theme 4: Offender prevention and intervention					
17. Embed members of all Australian and New Zealand police forces into the Australian Federal Police-led Australian Centre to Counter Child Exploitation (ACCCE).	Australian Federal Police			Several agencies and services have been seconded into the ACCCE, including Queensland Police Services (QPS), the Australian Criminal Intelligence Commission (ACIC), the Office of the eSafety Commissioner, the New Zealand Police Force (NZPF), and the Australia and New Zealand Bank.	According to the National Strategy Second Annual Report 2024, this activity is now considered complete.
18. Implement a National Victim Identification Framework (NVIF) for online child sexual abuse.	Australian Federal Police			The AFP has facilitated several joint-agency taskforces and training courses to uplift capability and enhance collaboration to fight online child sexual abuse and identify victims. An inaugural 5-day Victim Identification Foundation course was held in March 2024. A Victim Identification Taskforce was formed in May 2024, with specialist representation from	Regular implementation reporting to the National Office indicates that the implementation of this activity is classified as <i>'ongoing'</i> beyond the duration of the 1AP and is <i>'on track'</i> to be implemented within its intended timeframe.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				most Australian state and territory Police Forces and the New Zealand Police.	
19. Deliver a Digital Field Triage Tool and Training Program.	Australian Federal Police			The Digital Field Triage Training has been delivered to 68 AFP members across the country. The training has met the objectives of providing tangible skills and building investigator confidence in how to triage digital devices in the field with or without the assistance of digital forensics. A pilot refresher course is under development.	According to regular implementation reporting to the National Office, the Digital Field Triage Training program has been implemented and is 'on track' to be completed.
20. Set up a victim coordinator liaison capability.	Australian Federal Police			A Victim Liaison Coordinator Officer (VLCO) has been established. The VLCO conducted a National Environment Scan of the victim liaison landscape to: • identify current victim management practices and procedures nationally • identify gaps and opportunities for enhancing AFP capability, training and procedures • inform best practice for online child sexual abuse and human trafficking victim management engagement. The scan was conducted in consultation with over 150 stakeholders nationally including various state and territory police services, government and non-government organisations.	A victim coordinator liaison capability has been set up and according to regular implementation reporting to the National Office is 'on track' to be delivered by June 2025.
21. Establish an offending prevention service for adults who have sexual thoughts	National Office for Child Safety			In 2024, the National Office was progressing towards finalising a contract for a non-government service provider to deliver the	According to the Attorney-General's Department Report (June 2025) <i>Conduct of Procurement Relating to Two New Child Sexual Abuse-related National Services</i> , procurement for the national service has been

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
about children or young people.				national child sexual abuse offender prevention service.	significantly delayed. Funding for the services was provided through the 2021–22 Budget with the expectation that services would begin to be provided by the start of 2023–24. The offender prevention service is still in progress and is expected to be launched in 2025. According to regular implementation reporting to the National Office, this activity has <i>'progressed with issues'</i> .
22. Progress legislative reforms to the Uniform Evidence Law. Explore operational reforms for securing digital evidence.	Attorney-General's Department			This activity has not yet commenced.	According to the National Strategy 2024 Second Annual Report, this activity has not commenced. The AGD is continuing to consider legislative reforms with guidance from the Law Enforcement National Strategy Working Group. According to the regular implementation reporting to the National Office, this activity has <i>'progressed with issues'</i> .
Theme 5: Improving the evidence base					
23. Develop and deliver a Strategic Child Safety Research Agenda.	National Office for Child Safety and Australian Institute of Criminology			The National Office is developing a Child Safety Research Agenda (CSRA) to coordinate national research to prevent and respond to sexual abuse. In line with consultation outcomes, rapid evidence reviews are being undertaken, identifying gaps in the evidence base and informing the research priorities for the agenda.	The final CSRA is scheduled to be delivered in 2026, instead of 2025 as intended.
24. Complete a baseline analysis of specialist and community support services responding to child sexual abuse.	National Office for Child Safety and Australian Institute of			The National Office, in collaboration with the AIHW, engaged the Australian Centre for Child Protection at the University of South Australia and PricewaterhouseCoopers Consulting to complete a baseline analysis of specialist and	According to the National Strategy Second Annual Report 2024, this activity is considered complete.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
	Health and Welfare			community support services for victims and survivors of child sexual abuse. All activities under NAP 24 – including the development of Minimum Practice Standards, a stocktake and sector analysis – have been completed. Nous Group were engaged to develop additional resources and tools to support small organisations to meet and implement the MPS. These resources were launched in March 2025.	
25. Set up a monitoring and evaluation framework under the National Strategy.	National Office for Child Safety			Implementation of the Framework has commenced, including: • producing annual reports • developing the National Strategy Data dashboard • evaluating the NAP and CAP (this evaluation).	The National Office published the National Strategy Monitoring and Evaluation Framework on 13 June 2024. Regular implementation reporting to the National Office indicates this activity has been implemented and is 'on track' to be completed within its intended timeframe.
26. Complete a monitoring and evaluation data feasibility assessment study.	National Office for Child Safety and Australian Institute of Health and Wellbeing			The National Office and the AIHW have conducted a monitoring and evaluation data feasibility assessment study for the National Strategy Monitoring and Evaluation Framework.	According to the National Strategy Second Annual Report 2024, this activity is considered complete and was completed within its intended time frame. A final report was delivered in 2024.
27. Develop an evaluation framework on the implementation and effectiveness of the National Principles for	National Office for Child Safety			The National Office engaged ARTD Consultants in August 2024 to develop the National Principles Evaluation Framework. This activity is partly on track to achieve its implementation plan based on available evidence, with further	A draft program logic has been developed and ARTD Consultants are now commencing consultation to seek feedback from priority cohorts and to finalise the framework by September–October 2025.

National Action Plan Activity	Activity Lead	Overall progress (As of August 2025)	Evidence base	Within scope	Within timeframe
Child Safe Organisations.				work required to be undertaken to ensure its successful completion.	According to regular implementation reporting to the National Office, this activity has <i>'progressed with issues'</i> .
28. Conduct a second wave of the Australian Child Maltreatment Study.	National Office for Child Safety			The Queensland University of Technology was engaged in 2023 to conduct a scoping study to identify a gold standard methodology for the second Australian Child Maltreatment Study. The National Office received the study in 2024.	This activity has experienced delays due to several reasons, including issues procuring a supplier, greater complexity of scope than expected, and under-resourcing. According to regular implementation reporting to the National Office, this activity has <i>'progressed with issues'</i>.
29. Develop a scoping study for and establish an Australian Child Wellbeing Data Asset.	Australian Institute of Health and Welfare			The Social Research Centre was contracted to develop the scoping study for the Child Wellbeing Data Asset (CWDA). The study was completed in 2023. Following the scoping study, the AIHW developed a stakeholder engagement and communication strategy and a governance framework for the Child Wellbeing Data Asset.	The AIHW has progressed the development of the Data Asset, and the CWDA is open for access for approved pilot projects as of June 2025. General project applications to the CWDA are planned to open in late 2025. Delays in timely engagement from state and territory data custodians have led to minor delays in the implementation of this activity. However, Activity Leads noted that the activity will be delivered by late 2025. According to regular implementation reporting to the National Office, this activity's delivery timeframe is <i>'ongoing'</i> beyond the timeframe of the 1AP and has <i>'progressed with issues'</i>.

Deloitte Access Economics (2025)

Table F.4: Implementation progress made under the First Commonwealth Action Plan.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
Theme 1: Awareness raising, education and building child-safe cultures					
1. Support strategic communication of the National Strategy and its outcomes.	National Office for Child Safety			The National Office established the National Strategy Advisory Group (NSAG) in 2022. The NSAG has produced advice on the development, implementation and evaluation of the National Strategy activities. The National Office has also continued to build upon the ChildSafety.gov.au website and has used social media platforms to promote new resources, share information and raise community awareness about child sexual abuse.	This activity is still ongoing. The National Office has also produced a range of accessible resources to promote and understand the National Strategy and continues to communicate the National Strategy and outcomes. According to regular implementation reporting to the National Office, this activity was implemented and is 'on track' to be completed within its intended timeframes.
2. Implement and promote the Commonwealth Child Safe Framework.	National Office for Child Safety			The Commonwealth Child Safe Framework (CCSF) is the Australian Government's whole-of-government child safety policy, and the National Office released online learning modules in 2023 to help Australian Government entities implement the CCSF. The National Office engaged with targeted Australian Government entities in 2024 to build child safety capability and compliance with the CCSF, leading to a redesign of the existing online learning modules, which are due to be released in early 2025.	Consultation with Activity Leads revealed that this activity is largely considered complete. Additional work is currently underway, including the redesign of the existing eLearning Modules to build engagement with and understanding of CCSF. The National Office also intends to publish 3 resources to promote and implement the Child Safe Framework. According to regular implementation reporting to the National Office, this activity has been implemented and is 'on track' to be completed within its intended timeframe
3. Improve child safeguarding in sport.	National Office for Child Safety and Sport Integrity Australia			Sport Integrity Australia (SIA) launched the National Integrity Framework, which is a consistent set of policies across all sports, including a 'Safeguarding Children and Young People and Member Protection Policy'. SIA	This activity is still in progress. Initial Voice of the Child: Children and young people's perception of safety in sport survey findings are expected in early 2025. The survey is intended to be run annually for 5 years.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				commenced the 'Safeguarding in Sport Continuous Improvement Program' in June 2023. This program is a strength-based assessment of a sporting organisation's ability to embed the National Child Safe Principles. SIA has developed a series of educational resources (training, guides, checklists, videos and webinars) since 2023 to support sporting organisations to embed child safe practices and processes to ensure they are providing a safe and inclusive environment for children and young people participating in their sport.	According to regular implementation reporting to the National Office, this activity was implemented on time, and is 'on track' to be completed within its intended timeframe
4. Prevent online harms and promote safe online practices for children and young people.	eSafety Commissioner			The eSafety Commissioner published a range of online safety education resources that assist parents and families to recognise and prevent harmful online behaviours (e.g. webinars, online resources targeting parents and carers, community workers, conversation cards, promotional activities such as presenting at conferences and kinship guides for First Nations families).	Consultation with the Activity Lead revealed that CAP 4 is expected be completed within its intended timeline. The eSafety Commissioner is currently planning to release a storybook for primary-aged children to increase parent/carer confidence to engage in activities to safeguard children from online harm in August, to coincide with Children's Book Week. According to regular implementation reporting to the National Office, the activity was implemented within its intended timeframe and is 'on track' to be completed within its intended timeframe.
5. Deliver an annual digital industry summit to create new solutions for online harms.	Attorney-General's Department			The National Office has delivered 3 previous digital industry events and is currently working towards the delivery of the final event in the second half of the 2025–26 financial year. This final event will build upon feedback from previous industry events and explore current challenges and themes identified by law enforcement.	According to regular implementation reporting to the National Office, the activity was implemented within its intended timeframe and is 'on track' to be completed within its intended timeframe.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
6. Raise public awareness of the important role of the digital industry in combatting online harms.	Attorney-General's Department			<i>The Shadows of the Web: Protecting our children in the digital world</i> is a 45-minute documentary designed to raise awareness of the digital industry's role in responding to the escalating threat of child sexual exploitation and abuse.	According to regular implementation reporting to the National Office, this activity is considered complete. The documentary was launched in August 2024.
Theme 2: Supporting and empowering victims and survivors					
7. Develop Aboriginal and Torres Strait Islander healing approaches.	National Indigenous Australians Agency			Between 2022 and 2023, the NIAA partnered with SNAICC to co-design healing models with communities, complete research and evidence, and develop a monitoring and evaluation plan. 5 community service providers were engaged in 2024 to provide healing initiatives for First Nations people in 5 sites across Australia. Service providers are in the commencement stage of establishing the services and were noted to be facing some difficulties in recruiting staff with the appropriate skills.	The activity has faced implementation delays due to challenges in engaging with First Nations community members and related to contracting appropriate service providers. Activity Leads noted that they expect the healing approaches services to be launched by August 2025. According to regular implementation reporting to the National Office, this activity has '<i>progressed with issues</i>'.
8. Expand the national specialist trauma-informed legal service.	Attorney-General's Department			The AGD has funded <i>knowmore</i> to expand its existing services for victims and survivors of institutional child sexual abuse to extend a trauma informed, culturally safe legal practice for victims and survivors of child sexual abuse in non-institutional settings. <i>knowmore</i> commenced delivery in January 2022. The service has recorded high levels of engagement from victims and survivors of child sexual abuse. <i>knowmore</i> received 11,190 calls to its 1800 line and provided 261 legal advices to clients in 2025.	According to an evaluation conducted by Urbis, the <i>knowmore</i> service has been delivered in line with its anticipated timeframe. According to regular implementation reporting to the National Office, this activity has been implemented.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				An evaluation undertaken by Urbis in 2023 concluded that <i>knowmore</i> has delivered their legal assistance to its intended scope.	
9. Set up an online chat service to deliver free legal assistance services to children and young people experiencing or at risk of harm (including sexual abuse).	Attorney-General's Department			The AGD funded Youth Law Australia (YLA) to provide a national, secure legal online chat system to implement a live chat service that delivers free legal assistance to children and young people. It has been operational since March 2022 and in the 2022–23 financial year has provided 2,573 legal services. According to an evaluation completed by Urbis in 2023, the YLA has broadly implemented their service in line with the intended scope.	The evaluation completed by Urbis and program documentation provided by the National Office concluded that YLA has implemented the service within its intended timeframe. According to regular implementation reporting to the National Office, this activity has been implemented..
10. Develop options to improve civil remedies for victims of Commonwealth child sexual abuse offences.	Attorney-General's Department			A scoping study is currently being conducted and will be completed by the end of 2025.	Given the small amount of progress that has been reported, it is likely that this activity will require additional time to be implemented. According to regular implementation reporting to the National Office, this activity has ' <i>progressed with issues</i> '
11. Improve how sexual assault services work together through Primary Health Networks.	Department of Health and Aged Care			The then Department of Health and Aged Care (DoHAC) initiated the Family and Domestic Violence Primary Health Network (PHN) Pilot in 2023 to improve collaboration among sexual assault services through PHNs. The pilot included a model of support and health system navigation for victims and survivors of child sexual abuse. The pilot received \$45.5 million over 4 years from 2022–23 to support the pilot.	Regular implementation reporting to the National Office indicates that this activity is ' <i>on track</i> ' to be completed within its intended timeframe.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
12. Make sure support services for victims and survivors in immigration detention remain available.	Department of Home Affairs			Through contractual requirements, the Detention Health Service Provider, the Department of Home Affairs and the Australian Border Force provide health care to people in immigration detention that is broadly comparable to that available in the Australian community. Individual Management Plans are regularly reviewed and provide an understanding of a detainee's health, behaviour and welfare needs.	Regular implementation reporting to the National Office indicates that this activity is considered complete.
Theme 4: Offender prevention and intervention					
13. Strengthen Commonwealth child sexual abuse offences.	Attorney-General's Department			The AGD is continuing to review existing Commonwealth child sexual abuse offences. On 21 August 2024, the Attorney-General tabled outcomes of the statutory review of the first 3 years of the operation of the <i>Crimes Legislation Amendment (Sexual Crimes Against Children and Community Protection Measures) Act 2020</i> in Parliament. AGD is also leading a concurrent legislative review of Commonwealth cybercrime offences.	Regular implementation reporting to the National Office indicates that this activity has ' <i>progressed with issues</i> '.
14. Conduct a scoping study and pilot service to prevent child sexual abuse re-offending.	National Office for Child Safety			The National Office engaged the Queensland University of Technology to complete a scoping study on the existing evidence base on post-custodial community interventions for child sexual abuse offenders, which has been delivered. The National Office is now progressing Phase 2, which involves approaching the market to identify a suitable pilot service provider.	As the procurement process for this activity only began in late 2025, it is anticipated that the implementation of the pilot service will require additional time beyond the 1AP's timeframe. Regular implementation reporting to the National Office indicates that this activity has '<i>progressed with issues</i>'.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
15. Stop child abuse material and offenders at the Australian border.	Department of Home Affairs			The ABF has enhanced its operational capacity to respond to the detection and seizure of child abuse material at the Australian border. This includes the formation of the ABF Child Exploitation Team (CET), implementation of the Australian Child Abuse Categorisation System (ACACS), and collaboration with the ACIC and the Australian Transaction Reports and Analysis Centre (AUSTRAC) in a project to disrupt offenders using cruise ships to facilitate exploitation.	The CET has achieved significant milestones in training, information sharing and working with other agencies to target child exploitation. Regular implementation reporting to the National Office indicates that while this activity was implemented, it <i>'progressed with issues'</i> .
16. Improve ways to find unknown child sex offenders at the border.	Department of Home Affairs			The DHA has enhanced the Child Exploitation Border Targeting Team (CEBTT's) capabilities to prevent and disrupt live-streamed child sexual abuse. CEBTT has focused on discovering threats, identifying victims, generating intelligence and uncovering new targets. The 2024 National Strategy Annual Report noted that the CEBTT had increased collaboration with international and domestic partners.	Regular implementation reporting to the National Office indicates that while this activity was implemented, it <i>'progressed with issues'</i> .
17. Strengthen financial intelligence efforts to disrupt the cash flow behind child sexual abuse.	Australian Transaction Reports and Analysis Centre			AUSTRAC established the Child Sexual Exploitation Response Team (CSERT) which is dedicated to disrupting child sexual abuse. CSERT focuses on information sharing, data collection and using financial intelligence capabilities to target the money that funds child sexual abuse. AUSTRAC has collaborated with domestic policy and law enforcement partners to combat sextortion and identify offenders using technology.	According to regular implementation reporting to the National Office, this activity has been implemented and is <i>'on track'</i> to be completed within its intended timeframe.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
18. Build in-roads with United States-based digital industry stakeholders and decision-makers.	Attorney-General's Department			The AGD has established a strong rapport in the United States, engaging with technology industry stakeholders, civil society, academia and other decision-makers. This engagement has facilitated better relationships with US government agencies and resulted in the establishment of the Australia-US Joint Council. The AGD has also provided updates and analysis on relevant developments in the US.	Regular implementation reporting to the National Office indicates that this activity is 'on track' to be implemented within its intended timeframe.
19. Drive domestic engagement with industry on online harms.	Attorney-General's Department			The AGD has driven engagement with industry on online harms, most significantly through engagement with Five Country partners to inform domestic law enforcement responses to, and align global messaging on, online child sexual exploitation and abuse.	Regular implementation reporting to the National Office indicates that this activity has been implemented and is 'on track' to be completed within its intended timelines.
20. Expand Australian Federal Police international operation.	Australian Federal Police			The AFP has expanded its efforts in the Philippines to combat online child sexual abuse, including holding Australians accountable for their crimes. This involved recruiting and deploying personnel, establishing strong engagement with the Philippine Internet Crimes Against Children Centre and facilitating digital forensics training workshops.	Regular implementation reporting to the National Office indicates that this activity has been implemented and is 'on track' to be completed within its intended timelines.
21. Strengthen law and justice frameworks in the Indo Pacific and South-East Asia regions.	Attorney-General's Department			The AGD administers the Indo-Pacific Child Protection Program (IPCPP), which supports Indo-Pacific partners with regional policies, legislative frameworks and operational responses to combat online child sexual exploitation and abuse. It focuses on capacity building, technical assistance and partnerships to strengthen efforts across the region.	Regular implementation reporting to the National Office indicates that this activity is currently 'on track' to be completed within its intended timelines.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
				The AGD has delivered more than 25 activities, including facilitating 3 workshops, 4 conferences and a study tour, as well as translation and provision of 2000 copies of the <i>ASEAN Protection of Children from All Forms of Online Exploitation and Abuse</i> document.	
22. Create a network of human exploitation community officers.	Australian Federal Police			The AFP has developed a network of Human Exploitation Community Officers (HECOs) to deliver outreach education on human exploitation, including online child sexual exploitation and human trafficking. HECOs engage with at-risk communities, work with existing organisations and intervene to prevent victimisation. They have conducted stakeholder engagements and presentations to raise awareness and prevent exploitation.	The network of human exploitation community officers has been created within the intended timelines of the 1AP. Regular implementation reporting to the National Office indicates that this activity is 'on track' to be implemented within its intended timeframe.
23. Enhance child protection investigation in the Northern Territory.	Australian Federal Police			The AFP has enhanced its online investigation capabilities and child exploitation prevention by recruiting additional resources, including investigators in the Northern Territory Joint Anti-Child Exploitation Team (JACET), a Child Protection Intelligence Resource and a Senior Prevention Officer.	According to regular implementation reporting to the National Office and the 2024 National Annual Report, this activity is 'on track' to be completed within its intended timelines.
24. Develop a technology detection dog program.	Australian Federal Police			The AFP has developed a Technology Detection Dog (TDD) Program, training dogs to detect hidden technical devices containing illicit content. 220 searches have been conducted and 531 items located since 2021.	According to regular implementation reporting to the National Office and the 2024 National Annual Report, this activity has been implemented and is 'on track' to be completed within its intended timelines.
25. Strengthen Australia's partnership with	Australian Federal Police			The AFP has strengthened Australia's partnership with INTERPOL and the United States Homeland Security Investigations (HSI) to support the	According to the National Strategy Second Annual Report 2024 and regular implementation reporting to

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
INTERPOL and the United States Homeland Security Investigations. Participate in the International Child Sexual Exploitation database.				implementation of enhanced capabilities for the International Child Sexual Exploitation database, facilitating global information sharing.	the National Office, this activity was completed within the intended timeframe.
26. Improve national ability to triage online child sexual abuse reports through the Australian Centre to Counter Child Exploitation.	Australian Federal Police			The AFP has focused on improving the national ability to triage online child sexual abuse reports through the ACCCE by recruiting and inducting additional resources within the ACCCE Child Protection Triage Unit.	According to the regular implementation reporting to the National Office and the 2024 National Annual Report, this activity has been implemented and is currently 'on track' to be completed within its intended timelines.
27. Look at options for an Australian Federal Police law enforcement database of online child sexual abuse offenders.	Australian Federal Police			The AFP held internal workshops and consulted with the ACIC to discuss database requirements and deepen its understanding of existing databases. However, options for an AFP law enforcement database are not yet developed.	According to the regular implementation reporting to the National Office and the 2024 National Annual Report, this activity is 'on track' to be completed within its intended timelines.
28. Set up dedicated strike surge teams.	Australian Federal Police			The AFP established dedicated strike surge teams to target organised crime involved in online child sexual abuse, and to provide capability support to JACETs, the ACCCE Intelligence Fusion Cell and the Operational Development and Disruption Unit.	The surge capability was fully developed in 2024. According to the regular implementation reporting to the National Office, this activity has been implemented and is currently 'on track' to be completed within its intended timelines.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
29. Enhance national technological capabilities concerning child sexual abuse.	Australian Federal Police			The AFP has been working with state and territory partners to enhance technology support, ensuring that law enforcement agencies can respond to investigation challenges caused by changes in technology. In 2023, the AFP oversaw the recruitment of capability and delivery assistants, implementation of hardware and training, and development of a technological enhancement roadmap.	Regular implementation reporting to the National Office indicates that this activity is classified as <i>'ongoing'</i> beyond the duration of the 1AP and is currently <i>'on track'</i> to be completed within its intended timeframe.
30. Enhance the Commonwealth's capacity to prosecute perpetrators.	Commonwealth Director of Public Prosecutions and Attorney-General's Department			The Commonwealth Director of Public Prosecutions (CDPP) enhanced its capacity to prosecute perpetrators of child sexual abuse, particularly 'child sex tourism' offences, grooming and procuring of children online, and possessing and promoting child abuse material. In 2024, the CDPP also provided the AGD with data concerning Commonwealth child sex offence sentence outcomes before and after the commencement of the <i>Crimes Legislation Amendment (Sexual Crimes against Children and Community Protection Measures) Act 2020</i> (SCAC Act).	According to the regular implementation reporting to the National Office, this activity has been implemented and has <i>'progressed with issues'</i> .
Theme 5: Improving the evidence base					
31. Use statistics to understand the nature and scale of Australians committing child sexual abuse offences.	Commonwealth Director of Public Prosecutions and Attorney-General's Department			The AIC conducted the Australian Sexual Offence Statistical (ASOS) collection pilot and received sexual offence data to understand the nature and scale of Australians committing child sexual abuse offences. In 2024, the AIC published the first results from the collection. It will continue to analyse the data and produce research reports in subsequent years.	According to the regular implementation reporting to the National Office, this activity is in progress and is <i>'on track'</i> to be completed within the intended timeframes.

Commonwealth Action Plan Activity	Activity Lead	Overall Progress (As of August 2025)	Evidence base	Within scope	Within timeframe
32. Complete a survey of adult offenders.	Australian Institute of Criminology			The AIC conducted a survey of adult sexual offenders in 2024 to inform the design and evaluation of child sexual abuse prevention interventions, programs and policies. The survey involved recruiting participants from offender registers and conducting voluntary interviews with 50 adult offenders.	According to the National Strategy Second Annual Report 2024, this activity has been completed.
33. Link data to help prevent and disrupt livestreamed child sexual abuse.	Australian Criminal Intelligence Commission			There is insufficient documentation and data to assess whether this activity has been completed within its intended scope.	According to the regular implementation reporting to the National Office, this activity was completed within the intended timeframes.

References

Australian Government, Australian Public Service Academy (n.d.) *Delivering Great Policy* <<https://www.apsacademy.gov.au/aps-craft/strategy-policy-evaluation/delivering-great-policy>>.

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