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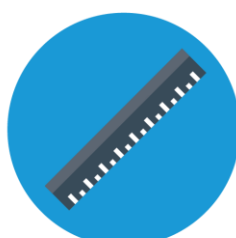
Monitoring and Evaluation Plan

Child and Youth Safe Organisations Framework

Prepared for the
Department of Justice



RESEARCH



EVALUATION



DESIGN

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Acknowledgments

Acknowledgement of victim survivors

First Person Consulting acknowledges victim survivors of sexual abuse which has occurred within institutional settings in Tasmania. We approach this evaluation with commitment, compassion and hope that it can contribute to safeguarding children and young people, today and for generations to come.

Acknowledgement of Country

In recognition of the deep history and culture of this Island, we acknowledge Tasmanian Aboriginal people, the original and continuing Custodians of the Land, Sea and Sky. We acknowledge and pay our respects to all Tasmanian Aboriginal Communities, all of whom have survived invasion and dispossession, and continue to maintain their identity, culture and Aboriginal rights.

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Date	Summary of changes made	Changes made by
15 April 2024	Changes based on DoJ feedback	FPC
1 May 2024	Language changes and minor clarifications to finalise draft	FPC

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Abbreviations

CYSOF / “the Framework”: The Child and Youth Safe Organisations Framework

DoJ: Department of Justice

FPC: First Person Consulting

KEQ: Key Evaluation Question

OIR: Office of the Independent Regulator

1 Overview

1.1 Background and context

The Child and Youth Safe Organisations Framework (CYSOFF) promotes the safety of children and young people from all forms of harm in organisational settings in Tasmania.

The National Principles for Child Safe Organisations is a national reform in response to the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse, where widespread failures by organisations to protect the children in their care from harm and abuse were further uncovered.

As a result, the Royal Commission made a set of recommendations including the development of a national set of standards (principles) to embed a child-safe culture across all sectors of Australian society in which children are involved.

Importantly, these principles were to be underpinned by a child rights approach in line with the United Nations Convention on the Rights of the Child, of which Australia is a signatory, and an understanding that protecting children is everyone's business.

The Child and Youth Safe Organisations Framework incorporates the National Principles for Child Safe Organisations that were endorsed by all states and territories in 2019. It aims to build a common and enduring understanding of child safety and wellbeing, a mechanism to ensure children's voices are heard, and an assurance that children and families are involved in the decisions that affect them. The Framework is established under the *Child and Youth Safe Organisations Act 2023*.

The Framework is made up of four key components that together support organisations to put the safety and wellbeing of children and young people at the centre of everything they do. These are outlined in Table 1.

Table 1: Child and Youth Safe Principles and Framework.

Principle	Component of CYSOFF
Prevention and identification of harm Things we can actively do to keep children and young people safe and respect their rights.	The Child and Youth Safe Standards (the Standards) Ten principles organisations must do to respect and uphold children and young people's rights. The Universal Principle for Aboriginal Cultural Safety applies to all 10 standards It aims to create accountability in preventing harm to children and young people.
Child-centred responses Children, young people, families, staff and volunteers are listened to and can share problems and concerns, that are acted upon.	The Reportable Conduct Scheme A compulsory scheme that requires organisations to undertake investigations and report concerns about a worker's behaviour towards children and young people to the Independent Regulator. It aims to ensure organisations respond to harm to children and young people in a timely and appropriate manner.

Principle	Component of CYSOF
Independent oversight Someone from outside the organisation is watching over how these things are being done.	The Independent Regulator An independent regulatory body that assists organisations to comply with the Standards including the Universal Principle and monitors ongoing compliance. It aims to build the capability of organisations to prevent, identify and respond to harm to children and young people, and ensures organisations report and undertake investigations correctly in line with the Reportable Conduct Scheme.
Information sharing Organisations securely and efficiently share information to make sure people who shouldn't work with children and young people don't work with them.	Information Sharing Provisions In the context of the Framework, information sharing means the exchanging of relevant, otherwise protected information between specific authorities in the best interests of children and young people.

All Tasmanian organisations that engage, work with, or provide services to children and young people are required to comply with the Framework. Some of these organisations are highly organised and regulated, such as schools, hospitals, and childcare centres. Others, such as local sporting clubs, and small, community-based organisations that rely heavily on volunteers, may not be.

Most organisations were required to start complying with the Framework on 1 January 2024 with some clubs, associations, coaching and tuition services, commercial services, transport services, and neighbourhood houses, are required to comply from 1 July 2024.

1.2 Context of the evaluation with other reviews

The evaluation is likely to contribute to a separate review of the legislation that sets up the Framework, that is required by the *Child and Youth Safe Organisations Act 2023*. The monitoring and evaluation is expected to contribute to this assessment of the Act and the need for any further legislative change to the Act and the Framework overall. The review of the Act will be tabled in Tasmanian Parliament within four years of its commencement.

Evaluation findings will also contribute to recommendation 18.5 of the Commission into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Setting, which emphasises the independent review of the Act, focussing on:

- the resourcing and function of the Independent Regulator.
- support provided to organisations to implement the regulatory requirements.
- information sharing between the Independent Regulator and other agencies.
- the Universal Principle requiring organisations to uphold Aboriginal Cultural Safety.

1.3 Purpose of the evaluation

First Person Consulting (FPC) has been engaged by the Tasmanian Department of Justice (DoJ) to undertake an evaluation of the implementation of the CYSOF in its first three years of implementation. The evaluation will conclude in October 2026.

The overall aim of the evaluation is to determine the extent the Framework has promoted the safety and wellbeing of children and young people from all forms of harm in organisational settings.

In doing so, the evaluation has the following objectives:

- To document the implementation of the Framework and to gather early insights to inform the next phase of implementation.
- To capture lessons learned throughout the evaluation period to support ongoing learning and quality improvement.
- To provide an ultimate assessment of the implementation of the CYSOF against its desired outcomes (as represented in the implementation logic).

The primary audience for the evaluation is the Department of Justice and the Office of the Independent Regulator (OIR), however, summaries of evaluation reports will also be made publicly available.

1.4 Structure of this document

This Evaluation Plan covers all evaluation activities across the formative, process, and outcome evaluation streams. It includes:

- An overview of the evaluation and its approach
- Key Evaluation Questions (KEQs), outcomes and indicators
- An overview of data collection methods
- An overview of data analysis
- A stakeholder engagement plan
- An overview of project risks
- Ethical and privacy considerations.

2 Evaluation approach

This section includes the following:

- An overview of the approach for the evaluation.
- The implementation logic model for CYSOF.
- An overview of the governance for the evaluation.
- The evaluation timeline.

2.1 Overview

The evaluation includes three phases: a formative (or early establishment) phase, a process evaluation phase, and an outcome evaluation phase. Figure 1 provides an overview of the purpose of each of the three phases.

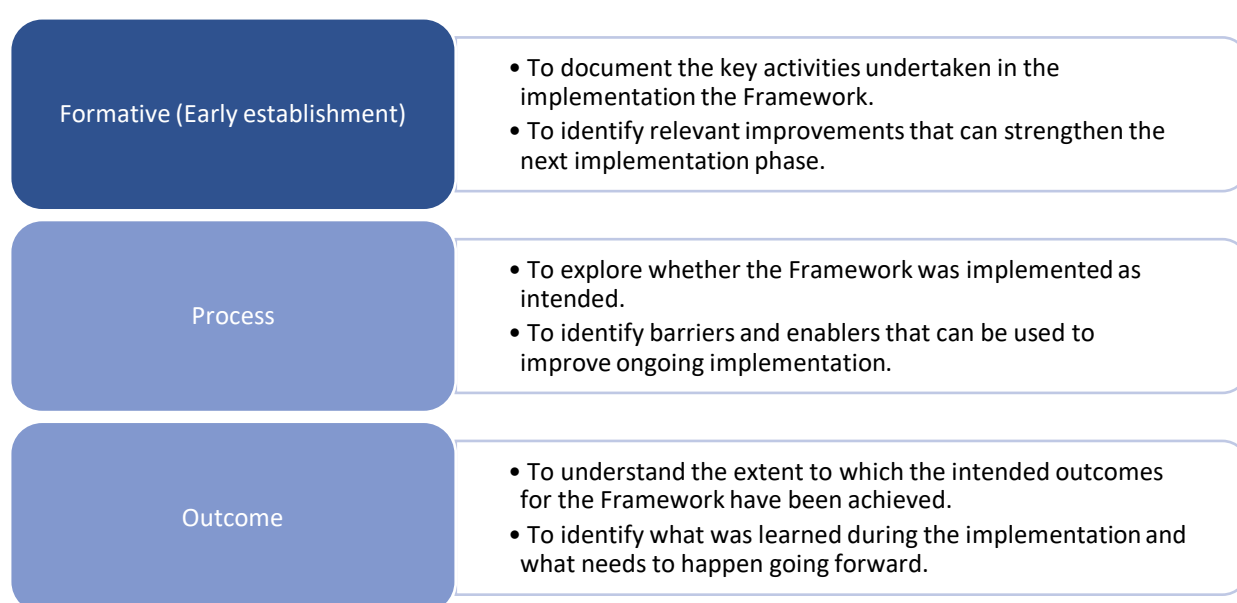


Figure 1: Purpose of each evaluation phase

Each evaluation phase has a series of Key Evaluation Questions (KEQs) to guide its focus. These are outlined in Section 3.1

2.2 Implementation logic

The implementation model in Figure 2: Implementation logic model. provides a visual representation of how the implementation of the Framework is intended to work. It shows the relationship between the desired outcomes for the Framework, and the inputs, components, implementation strategies, and outputs, that will lead to these. This logic model was used to focus the Key Evaluation Questions which are provided as part of the methodology in Section 3.

Goal: To promote the safety and wellbeing of children and young people from all forms of harm in organisational settings in Tasmania.

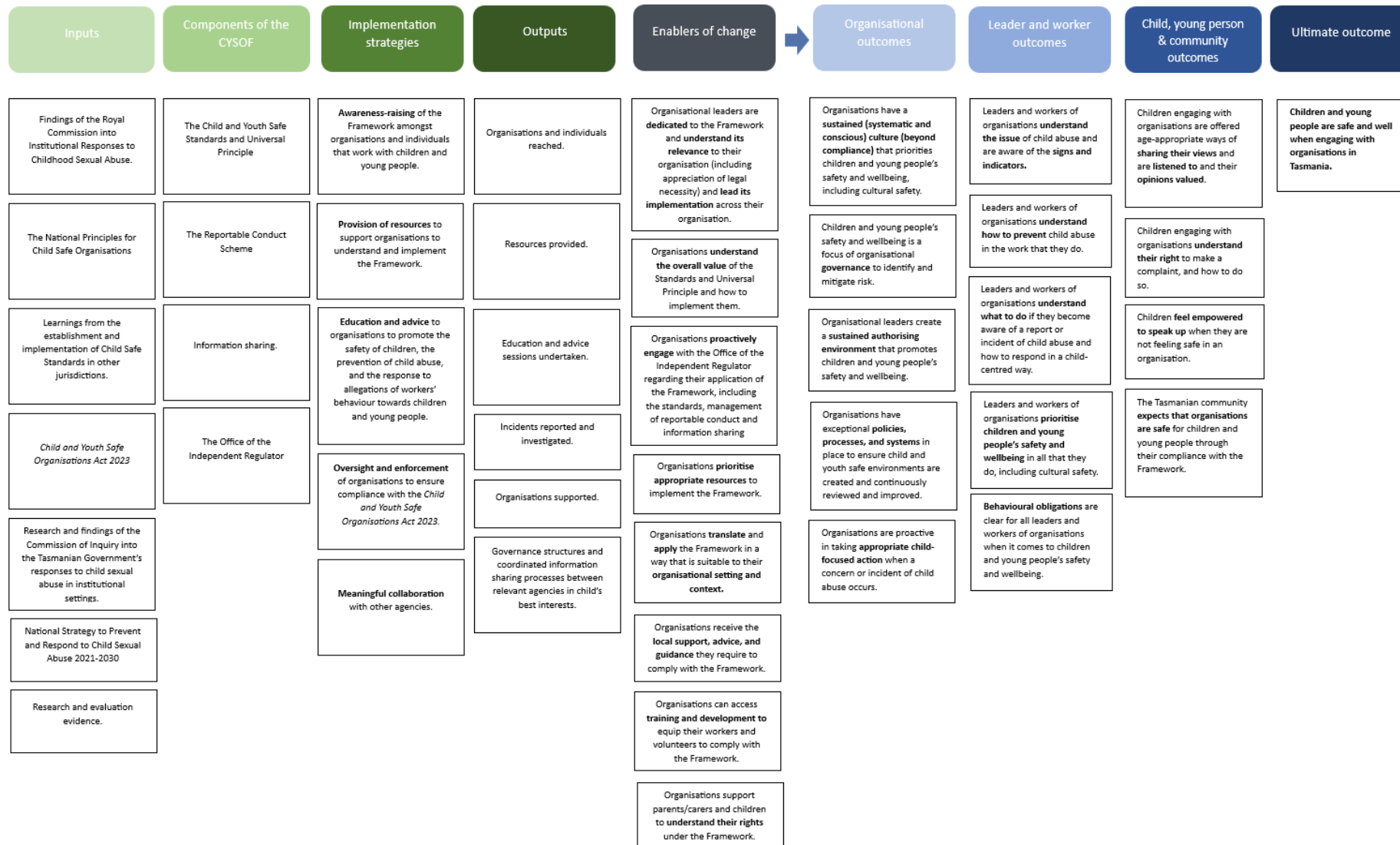


Figure 2: Implementation logic model.

2.3 Evaluation governance

The Department of Justice (DoJ) CYSOFF project team is the primary group involved in the governance of the evaluation. This group is FPC's key contact during the evaluation period. In busy periods for the evaluation, FPC and DoJ will meet fortnightly via TEAMS; during quiet periods of the evaluation, any required updates will occur via email. Table 2 outlines the key evaluation deliverables.

Table 2: Evaluation deliverables

Deliverable	Description	Due Date
Formative Evaluation (January 2024 – April 2024)		
Draft Report 1	The draft report will outline findings from the formative evaluation which has gathered early insights from the implementation of the CYSOFF. It will consider what has worked well and what some of the challenges have been to inform future implementation. It will also capture what was delivered during the early establishment phase and how these activities were received by organisations.	30/4/24
Draft Report 2	The second draft report will be as described above but incorporate a round of feedback from DoJ.	31/5/24
Final Report	The final report will be as described above and will have incorporated 2 rounds of feedback from DoJ.	21/6/24
Process Evaluation (April 2024 to July 2025 with most effort occurring from January 2025)		
Draft Report 1	The draft report will outline findings from the process evaluation which has gathered insights to support ongoing learning and quality improvement.	6/6/25
Draft Report 2	The second draft report will be as described above but incorporate a round of feedback from DoJ.	27/6/25
Final Report	The final report will be as described above and will have incorporated 2 rounds of feedback from DoJ.	18/7/25
Outcome Evaluation (July 2025 to October 2026 with most effort occurring from January 2026)		
Draft Report 1	The outcome evaluation report provides an ultimate assessment of the implementation of the CYSOFF against its desired outcomes and in line with the key evaluation questions.	1/8/26
Draft Report 2	The second draft report will be as described above but incorporate a round of feedback from DoJ.	29/8/26
Final Report	The final report will be as described above and will have incorporated 2 rounds of feedback from DoJ.	26/9/26

2.4 Evaluation timeline

Figure 3 provides an overview of the timeline for each phase of the evaluation.

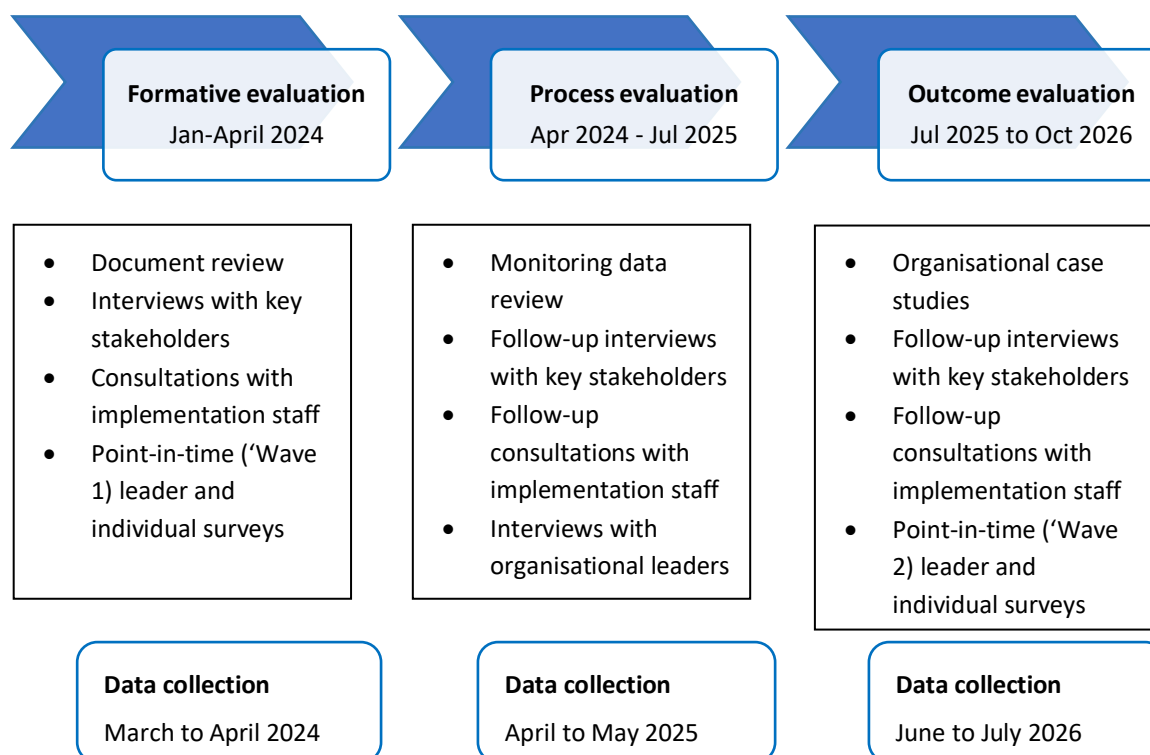


Figure 3: Evaluation timeline

This timeline may be impacted by the willingness of individuals to participate in interviews and surveys, and organisations to participate in case studies. This and other project risks and challenges are outlined in Section 5.

3 Evaluation methodology

3.1 Key Evaluation Questions

The evaluation of the Framework is centred on a mixed-method approach. This involves combining quantitative data with qualitative data in a complementary way so as to allow for a robust and rounded evaluation. Underpinning our methodology are three distinct frameworks:

- Principle-Focused Evaluation (Patton, 2017), which provides a framework for evaluating principles that are guiding, useful, inspiring, developmental, and evaluable.
- The Consolidated Framework for Implementation Research (CFIR, 2022), which provides a framework for evaluating implementation that considers the characteristics of the 'intervention', the organisation, the external environment, individuals, and other implementation characteristics.
- The COM-B model (Michie et al, 2011), that considers capability (C), opportunity (O), and motivation (M) as key factors when evaluating behaviour change (B).

These have directly informed the development of the Key Evaluation Questions (KEQs). FPC have aligned prior evaluation planning efforts by the Department to the Implementation Logic, and the KEQs. A comprehensive mapping exercise is found at **Error! Reference source not found..**

Table 3: Evaluation questions

KEQ	Sub-question	Evaluation phase			Indicators and evidence / data sources and collection methods
		Formative	Process	Outcome	
1. How well has CYSOF been implemented and what factors enabled or inhibited this?	a. What were the key activities undertaken to implement the Framework? - Were all planned activities undertaken as intended? - If not, why not?	✓			Stakeholder insights and feedback on how they were consulted. Insights and feedback from DoJ staff.
	b. Were there any additional activities undertaken? How effective were the consultations on the implementation of the Framework?	✓	✓		Summary of activities undertaken. Insights and feedback from DoJ and OIR staff on the process of implementation.
	c. Did the implementation of the Framework draw appropriately from: lessons learned in other jurisdictions? - Research and evaluation evidence?	✓			Insights and feedback from DoJ and OIR staff. Feedback from forum participants
	d. To what extent were the organisations required to comply with the Framework reached ?	✓	✓		# or scale of organisations reached in information forums / other formats # of organisations reached via communication channels
	e. Did the various types of organisations required to comply with the Framework: understand it and what was required of them? receive the support, advice, and guidance they needed?		✓		Feedback from forums Feedback from DoJ staff, OIR staff, government agency staff, and sector and peak bodies; and organisations that engage with children and young people
	f. What were the key activities undertaken to implement the Framework?	✓	✓		Feedback from forums

	• Were all planned activities undertaken as intended? • If not, why not? g. Were there any additional activities undertaken?				Feedback obtained through point-in-time Wave 1 survey Feedback from sector and peak bodies; and organisations that engage with children and young people Insights and feedback from DoJ and OIR staff.
2. To what extent did the CYSOF achieve its intended outcomes and what factors enabled or inhibited this?	a. What were the key achievements of the CYSOF in its first three years?			✓	Point-in-time Wave 1 and 2 survey data Feedback from sector and peak bodies; and organisations that engage with children and young people Insights and feedback Case studies
	b. To what extent was the Framework meaningful to the organisations and individuals required to comply with it? • How was the benefit of the Framework perceived? • How was the Framework interpreted and applied? • How does this differ depending on the type of organisation?			✓	Point-in-time 2 survey data Feedback and insights from organisations that engage with children and young people
	c. To what extent were the enablers of change and intended outcomes achieved or produced? What enabled and inhibited these?			✓	Refer to Table 4
	d. What unintended outcomes , positive or negative, also resulted?			✓	Point-in-time Wave 1 and 2 survey data Case studies Feedback from DoJ staff, OIR staff, government agency staff, and sector and peak bodies; and organisations that engage with children and young people

e. What can be learned from the implementation of the CYSOF?	a. What lessons can inform the next phase of the Framework ?	✓	✓	✓	Triangulation of all evaluation methods
	b. What lessons are there for the implementation of future frameworks ?			✓	Triangulation of all evaluation methods

3.2 Outcomes and Indicators

Table 4 outlines the indicators for each Enabler of Change and outcome as shown in the implementation logic. These will be reviewed and updated as needed in the lead-up to subsequent evaluation reporting stages to ensure they reflect any changes. It will also be reviewed once the data available through the OIR has been confirmed. As noted previously, a mapping exercise was undertaken to incorporate pre-existing evaluation planning work undertaken by the DoJ into this table. You can find this in **Error! Reference source not found..**

Table 4: Outcomes and indicators

Outcome / Enabler of Change	Indicators and evidence to consider
Enablers of change	
Organisational leaders are dedicated to the Framework and understand its relevance to their organisation (including appreciation of legal necessity) and lead its implementation across their organisation.	- Organisations report a strong understanding of all elements of CYSOF. - Organisations report ongoing compliance with the Standards and the Universal Principle. - Workers report their organisation to be implementing CYSOF. - Worker's report understanding what's expected of them under the Framework.
Organisations understand the overall value of the Standards and Universal Principle and how to implement them.	- Organisations report understanding the value of the Standards and Universal Principle. - Barriers and enablers to implementation that are reported by organisations. - Workers report a belief that their organisation implementing the Framework helps them in their role to keep children and young people safe. - Worker's report believing the Framework promotes and protects children and young people from all forms of harm in institutional settings in Tasmania.
Organisations proactively engage with the Office of the Independent Regulator regarding their application of the Framework, including the standards, management of reportable conduct and information sharing	- Number of organisations that engage proactively with the OIR (by organisational type and location). - Organisations report a willingness to engage with the OIR.
Organisations prioritise resources to implement the Framework.	Organisations report the use of relevant and useful resources.
Organisations translate and apply the Framework in a way that is suitable to their organisational setting and context .	Organisations report that they have applied the Framework in their context, and how.

Organisations receive the local support, advice, and guidance they require to comply with the Framework.	- The number of organisations that engage with the OIR for support, advice and guidance. - Feedback from organisations that the support, advice and guidance they received was helpful.
Organisations can access training and development to equip their workers and volunteers to comply with the Framework.	- The number of organisations that access training and development (by type and location) - Worker's report having received training by their organisation on how to prevent and identify risks of child abuse.
Organisations support parents/carers and children to understand their rights under the Framework.	Organisations demonstrate how they ensure children and parents/carers understand their rights.
Organisational outcomes	
Organisations have a sustained (systematic and conscious) culture (beyond compliance) that prioritises children and young people's safety and wellbeing, including cultural safety.	- Organisations report a 'strong' child-safe culture. - Workers report their organisation having a 'strong' child-safe culture - Organisations report that their child safe culture has improved in the past 6 months and that this has been influenced by CYSOF. - Workers report that their organisation's child safe culture has changed in the past 6 months and that this has been influenced by CYSOF. - Workers report that their organisation makes children and young people's safety and wellbeing a priority. - Organisational leaders and workers report their organisation is culturally-safe for Aboriginal children and young people. - Organisations reports of meaningful change they have made to comply with the Framework.
Children and young people's safety and wellbeing is a focus of organisational governance to identify and mitigate risk.	- Organisations report ongoing compliance with the Standards and Universal Principle - Evidence of child and young people's safety and wellbeing present in organisational governance and risk management processes.
Organisational leaders create a sustained authorising environment that promotes children and young people's safety and wellbeing.	- Workers report that their organisations continuously looks for ways to improve the safety and wellbeing of the children it works with. - Worker's report being confident to report harm to a child or young person by a colleague to their manager.

	Worker's report being confident to raise concerns about a colleague not following a child-safe policy.
Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.	- Organisations report having the necessary policies, processes and systems in place. - Organisations that engage with the OIR are assessed as having the necessary policies, processes and systems in place. - Workers report their organisation having policies and procedures in place that make it safe for children and young people.
Organisations are proactive in taking appropriate child-focused action when a concern or incident of child abuse occurs.	- Evidence of organisations having an appropriate child-centred process in place that can be actioned when a concern or incident of child abuse has occurred. - Workers report that they are confident that their organisation can prevent and respond appropriately to child abuse allegations and incidents. - Workers report that they are confident that if their organisation had to respond to a child abuse incident, they would conduct an investigation that is child-centred. - OIR reports of organisations taking appropriate child-focused action (TBC)
Leader and worker outcomes	
Leaders and workers of organisations understand the issue of child abuse and are aware of the signs and indicators .	- Workers report that leaders in their organisation are well-informed about child abuse. - Worker's report understanding the issue of child abuse well. - Worker's report knowing the signs and indicators of child abuse. - Worker's report being motivated to keep learning about child abuse and how to keep children safe.
Leaders and workers of organisations understand how to prevent child abuse in the work that they do.	- Workers report that their organisation appropriately and effectively manages risks to children and young people. - Worker's report being confident in their ability to contribute to the prevention of child abuse in their work and/or workplace
Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.	- Worker's report knowing how to support a child or young person if they feel unsafe. Worker's report being confident in how to respond to an incident or report of child abuse. - Worker's report being aware of their obligations to report harm to children and young people.

	- Worker's report knowing who to report harm to a child or young person to in their organisation. - Worker's report knowing how to report harm to a child or young person outside their organisation e.g. regulatory body - Worker's report knowing where to refer children, young people and their families for support if an incident of child abuse has occurred.
Leaders and workers of organisations prioritise children and young people's safety and wellbeing in all that they do, including cultural safety.	- Workers report that leaders in their organisation role model what it means to prioritise children and young people's safety and wellbeing. - Workers report making children and young people's safety and wellbeing a priority in their work
Behavioural obligations are clear for all leaders and workers of organisations when it comes to children and young people's safety and wellbeing.	Workers report that staff in their organisation are clear on the behaviours expected of them to keep children and young people safe and well.
Child, young person and community outcomes	
Children engaging with organisations are offered age-appropriate ways of sharing their views and are listened to and their opinions valued .	Organisations report ongoing compliance with Standard 3 and the Universal Principle.
Children engaging with organisations understand their right to make a complaint, and how to do so.	- Organisations demonstrate how they support children and young people to understand their rights. - Children and young people engaging with organisations report understanding their rights.
Children feel empowered to speak up when they are not feeling safe in an organisation.	Workers report that children and young people are heard and their opinions respected in their organisation.
The Tasmanian community expects that organisations are safe for children and young people through their compliance with the Framework.	Organisations report that parents, children and young people expect them to be compliant with the Framework

3.3 Data collection

This section provides a summary of the data collection methods that will be used in this mixed-method evaluation. These methods will continue to be refined with DoJ over the 3-year evaluation period.

Table 5: Data collection methods

	Data source	Purpose	Evaluation phase
Surveys	- Point-in-time surveys (across two waves) Survey of organisational leaders - Point-in-time surveys (across two waves) of people working or volunteering in organisations that engage children or young people.	To explore organisations' implementation and understanding of the Framework over time.	Formative Outcome
Interviews	- Interviews with peak body and association representatives - Interviews with organisational leaders	To explore the experience of organisations in understanding their obligations and implementing the Framework.	Formative Process Outcome
Consultations	- Consultations with staff from the Department of Justice and OIR - Consultations with individual participants of implementation advisory panels (some of these interviews to be undertaken as part of individuals roles as peak body and association representatives)	To explore in detail how CYSOF has been planned and implemented in Tasmania, what is working well, and what lessons have been learned.	Formative Process Outcome
Case studies	Case studies of organisations complying with the CYSOF	To capture in high detail, the experiences of a range of organisations in implementing the Framework	Outcome
Other data	<i>It is anticipated that OIR data will become available over time. This will be included as appropriate in subsequent evaluation phases.</i>		TBC

Each data collection method is outlined below in more detail.

3.3.1 Surveys

FPC has designed two fit-for-purpose online surveys for organisational leaders and workers at two time-points. This will capture information about how organisations and individuals are progressing their compliance with the Framework.

Table 6: Surveys

Methodology:	FPC will administer both surveys using the Qualtrics platform. <u>Organisational leader survey</u> • Leaders and heads of organisations will self-select to complete this survey. • Surveys will be distributed to organisations via peak bodies, mailing lists, and through a direct approach using contact details found online. <u>Individual survey</u> • Any individual who works with children or young people in Tasmania is eligible to complete this survey (including sole traders). • Surveys will be distributed to workers via their organisational leader, peak bodies, and, if required, using a social media advertisement. Responses for both surveys will be anonymous.
Timing:	The surveys will be administered across two time points in February 2024 (Wave 1) and August 2026 (Wave 2).
Considerations:	• Results from the survey will form part of the formative and outcome evaluation reports. • The surveys have been designed with as few questions as possible to reduce the burden on respondents. • The language in the surveys has been adjusted to read at a Grade 9 level where possible. • The surveys are to be completed by individuals working in a professional or volunteer capacity. It is made clear at the start of the survey that it in no way will ask about an individual's experience of child abuse. • Contact details for helplines are provided at the start and end of the survey. • The communication strategy aims to gather feedback from a diverse range of respondents; however, limitations may unfortunately arise due to low response rates.

3.3.2 Interviews with key sector representatives

FPC will design semi-structured interview schedules to collect data from key sector representatives from peak bodies and member associations, and organisational leaders. Interviews will help assess the implementation of the Framework over time, and the barriers and enablers that organisations are facing in meeting their compliance obligations.

Table 7: Interview with key stakeholders

Methodology:	10-20 stakeholders will be interviewed at each time point (dependent on the respondent type).
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	Stakeholders will be recruited from the CYSOF Implementation Advisory Panels (Intergovernmental and Sector), other organisations that consented to be contacted when completing the first wave survey, or organisations directly approached by FPC. The interview schedule will vary to reflect the person being interviewed, and the implementation phase of the Framework. For instance, representatives will only be asked about their experience as part of the implementation advisory panels during the formative evaluation interviews. The process and outcome evaluation interviews will see representatives asked questions that relate to progress towards implementation of the Framework. Interviews will go for approximately 30-45 minutes. FPC will provide participants with an outline of the topics that will be discussed prior to the interview.
Timing:	Interviews will take place at 3 time points: • March-April 2024¹ ○ Peak body or member association representatives (~10) • April-May 2025 ○ Peak body or member association representatives (~10) ○ Organisational leaders (~20) • June-July 2026 ○ Peak body or member association representatives (~10) ○ Organisational leaders (~20) We will aim to speak to the same peak body / member associations across each time point. We anticipate that organisational inclusion will change – but if the same group does opt-in to the process they will not be excluded.
Considerations:	• The interviews will take place either online or in-person. • There will be scope to interview more than one person should the representative wish to have someone else participate alongside them. • Whilst efforts will be made to interview a diverse group of participants, a convenience sample will be used to ensure there is enough people interviewed for data analysis and reporting. However, a lack of diversity due to low rates of participation, may create limitations for the evaluation and what conclusions can be drawn from the data.

3.3.3 Consultations with individuals involved in the implementation of the Framework

FPC will interview key stakeholders from the Department of Justice and Office of the Independent Regulator that have relevant knowledge about the implementation of the Framework.

Table 8: Consultations with individuals

Methodology:	FPC will design semi-structured interview schedules to collect data from key individuals involved in the implementation of the Framework.
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¹ Organisational leader engagement will take place through the point-in-time survey.

	~12 stakeholders will be interviewed at each time point. The process and outcome evaluation interviews will likely focus more on the Office of the Independent Regulator staff. We will also seek to conduct interviews with people with Lived Experience (e.g. members of the Lived Experience Advisory Panel). The interview schedule will vary at each interview to reflect the implementation phase of the Framework. Interviews will go for approximately 45-60 minutes, depending on the individual's level of involvement.
Timing:	Consultations will take place at 3 time points: March-April 2024, April-May 2025, and June-July 2026.
Considerations:	• The interviews will take place either online or in-person. • There will be scope to interview more than one person should the representative wish to have someone else participate alongside them.

3.3.4 Children and Young People

Children and young people will be engaged as part of the outcome evaluation phase. As agreed with the Department of Justice, the method to do this will be confirmed at a later date.

3.3.5 Case studies

Case studies will be conducted with 10 organisations who have implemented the Framework.

Table 9: Case studies

Methodology:	FPC will prepare a case study plan for each participating organisation. It is anticipated that each organisation will be visited by the evaluation team for a half or full day. Organisations will be recruited through the leader's survey and via direct approaches by the evaluation team. Efforts will be made to undertake case studies of a diverse range of organisations. This will involve: • Interviews or a focus group with senior leaders of the organisation • Interviews or a focus group with workers (staff or volunteers) • Document review • Observation • Interviews or surveys with children, young people and/or parents who are engaging with the organisation. Data collection for this may occur during or prior to the organisational visit, or both. See Section 3.3.4.
Timing:	June-July 2026
Considerations:	• It might be that an organisational leader who is participating in a key stakeholder interview may consent to their organisation being part of a case study.

	Whilst efforts will be made to undertake case studies with a diverse range of organisations, a convenience sample will be used to ensure there is a sufficient number of organisations participating for data analysis and reporting.
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3.3.6 Document review

A range of documents provided by the Department of Justice and Office of the Independent Regulator will be reviewed during each evaluation phase. These include things like reports, summaries of feedback surveys, marketing collateral, and other relevant documentation.

The breadth of documents provided for the evaluation may or may not create limitations in what can be concluded in the evaluation.

3.3.7 Other data (TBC)

Data held by the Office of the Independent Regulator, and available for the evaluation, will be confirmed over time.

3.4 Data analysis and reporting

This mixed-method evaluation will utilise both qualitative and quantitative analysis methods.

Quantitative methods

Quantitative data sources include the organisational leader survey and individual worker surveys. The KEQs will provide the framework for the quantitative data analysis. This will primarily include descriptive statistics to show the overall results of the data analysis. Where relevant, other statistical methods may be used to explore the relationship between certain variables and organisational characteristics, for example, types, size and location, and whether these relationships are statistically significant.

Qualitative methods

Qualitative data sources include interviews and focus groups. As with the quantitative data, the KEQs will provide the framework for qualitative analysis, with deductive thematic analysis being used. This involves the following steps:

- A code book will be developed based on the KEQs.
- Data will be organised into categories that align to the KEQs.
- Categories will be reviewed and modified to ensure that there is no significant overlap, and then combined, separated, refined or discarded.
- Key findings are identified in each category.

Reporting

Each report will be structured around the KEQs, with the particular focus of findings and recommendations tailored to the stage of the evaluation. Whilst we would confirm the structure of the report with the DoJ closer to the time, typically this involves:

- Introduction
- Methodology

- Results
- Key findings and recommendations
- Appendices

Draft versions will be provided for review and comments. Upon receipt of any comments, revisions will be made where relevant and a final version provided in MS Word and PDF formats.

4 Stakeholder communication

Table 10 outlines the key stakeholders for the evaluation and how they will be communicated with throughout the evaluation period by FPC.

The Department of Justice will communicate with their direct stakeholders with updates on the project separately.

Table 10: Stakeholder communication

Stakeholder	Purpose	Frequency	Method
Department of Justice project team	To discuss and monitor the evaluation's progress.	Fortnightly during periods of intense evaluation activity. As required, during periods of low evaluation activity.	TEAMS Email
Broader Department of Justice team	To participate in implementation logic model development and other workshops as deemed appropriate.	As required.	TEAMS In-person
Office of the Independent Regulator	To be confirmed.		

5 Project risks and mitigation strategies

The following key risks and challenges have been identified for this evaluation.

Table 11: Project risks and mitigation strategies

Risk	Level of risk	Mitigation strategy
Low number of responses for surveys	High	- Ensure survey instruments are clear and have as few questions as possible to achieve their objectives. - Ensure that survey participants are aware of how long the survey will take and can track their progress throughout it. - Send reminder emails to any individuals contacted directly to participate. - Disseminating surveys through stakeholders/peak bodies to memberships - Use of a market research panel (Dynata) to reach individuals, supplemented by direct approach through FPC staff based in Hobart if necessary.
Unable to recruit participants for interviews	Medium	- Use convenience sampling i.e. recruit those known to the evaluation or DoJ teams. - Use snowball sampling i.e. invite those who are most engaged to participate in an interview and then ask them to suggest others who may be interested or willing. - Ensure possible participants are clear on the importance of the evaluation and the benefit in participating. - The evaluation team will be as flexible as possible when setting up times for interviews.
Unable to recruit organisations for case studies	Medium	- Use convenience sampling i.e. those known to the evaluation or DoJ teams. - Use snowball sampling i.e. invite those who are most engaged to participate in an interview and then ask them to suggest others who may be interested or willing. - Ensure possible participants are clear on the importance of the evaluation and the benefit in participating. - The evaluation will be as flexible as possible when setting up organisational visits.
Data collected does not answer evaluation questions	Low	- Ensure that any data collection tools that are developed at any stage of the evaluation align with the KEQs outlined in this framework. - If KEQs are refined at any point, review any data collection tools for alignment.

Risk	Level of risk	Mitigation strategy
Low reach of smaller organisations and sole traders	Medium	• Use snowball sampling i.e. request participants share survey links or interview invitations with smaller organisations or sole traders.
Appropriate involvement of children and young people in the evaluation	Medium	• Ensure involvement of children and young people follows the National Statement on Ethical Conduct in Human Research. • Ensure involvement of children and young people follows the Ethical Research Involving Children (ERIC) Charter. • Ensure children and young people (or parents, as required) provide informed consent to participate in any data collection.
Change in project team	Low	• Ensure 2 principal consultants are always across the evaluation. • Provide comprehensive handover to new project lead. • Bring other FPC members into the project team, as required.
Data is not held appropriately to ensure the confidentiality of participants	Low	• Refer to Section 6.2.

6 Ethics and data management

6.1 Ethical scrutiny

We have considered a series of ethical guidelines and frameworks when developing this evaluation framework and are committed to a high level of ethical scrutiny in carrying out the evaluation.

Code of Ethics and Guidelines for the Ethical Conduct of Evaluations (Australian Evaluation Society)²

All members of the evaluation team are members of the Australian Evaluation Society and are bound by its Code of Ethics.

This means that we strive to uphold the ethical principles and procedures endorsed by the AES in the Guidelines for the Ethical Conduct of Evaluations. This guideline has informed how we have prepared this evaluation framework, and it will continue to inform how we conduct the evaluation, and report on its findings.

National Statement on Ethical Conduct in Human Research 2023³

We have used the National Statement to ensure that the evaluation set out in this framework:

- Has merit, in that it will contribute to knowledge and understanding about how to create organisations that are safe for children and young people in Tasmania.
- Is carried out by evaluators with integrity, in that the evaluation will be conducted with honesty, and results will be communicated in a way that contributes to knowledge and understanding.
- Adheres to principles of justice, in that we have selected research participants fairly and without exploitation, and that they have provided informed consent.
- Is of benefit, in that the evaluation has been designed to minimise the risk of discomfort or harm to participants, that participants are aware of the potential benefits and risks of taking part in the evaluation, and that the welfare of the participants is front of mind.
- Is respectful, in that participants' privacy, confidentiality, and cultural sensitivities are considered.

The evaluators will ensure that participants provide informed consent to participate in the evaluation, that they are aware of their rights to cease participation at any time without penalty or discrimination, and that they understand how the information they provide will be used. Additional consideration will be given to any data collection that involves children and young people.

6.2 Data management and privacy

FPC adheres to all privacy and data management legislation when storing data. We only collect data that will help us to answer the evaluation questions and place a high importance on maintaining privacy and confidentiality. This includes:

² <https://www.aes.asn.au/evaluation-resources/ethical-guidelines>

³ <https://www.nhmrc.gov.au/about-us/publications/national-statement-ethical-conduct-human-research-2023#block-views-block-file-attachments-content-block-1>

- Reducing, to the extent possible, any personal identifiers when storing data.
- Always storing electronic data securely in the systems used by FPC, including Google Drive and Qualtrics, with only members of the project team accessing data on a needs basis.
- Adhering to a data retention schedule (immediately and one-year post the conclusion of the evaluation) to assess whether data can be securely destroyed when no longer needed.
- Anonymising data in reports, for example, in participant quotes and case studies, unless the individual has agreed to be identified. This may involve minimising, obscuring, or changing identifiers when presenting or publishing evaluation findings.
- Not sharing data gathered during this evaluation beyond its initial purpose.
- Summaries of evaluation reports being made publicly available by the Department of Justice.

6.3 Raw quantitative data

Raw quantitative data from the surveys will be provided to the Department of Justice in Excel format at the end of each evaluation phase after acceptance of the relevant report.

Interview transcripts or case study notes will not be provided to the Department of Justice to ensure the confidentiality of individual and organisational participants.

Appendix 1 Aligning pre-existing draft indicators with the implementation logic

The tables below reflect content provided by the DoJ prepared for the evaluation prior to FPC's engagement. To ensure this information is still reflected in our Evaluation Plan, we have undertaken a mapping exercise. The lefthand column reflects the indicators drafted by the DoJ and other stakeholders, while the righthand column aligns these to the relevant outcome in the implementation logic. The DoJ indicators were created against different 'criteria' – the language of which has been incorporated into different parts of the implementation logic and the KEQs. Some indicators will be specifically explored as part of the outcomes evaluation – these have been noted in the tables.

Note, where an indicator is repeated across tables these have been greyed out to reduce duplication in the table content.

Criteria 1: Facilitated cultural change within institutions whereby children and young people's safety and wellbeing is prioritised.

DoJ drafted indicator	Associated outcome in implementation logic
Leaders and workers are aware of, and are knowledgeable on, issues relating to child abuse.	Leaders and workers of organisations understand the issue of child abuse and are aware of the signs and indicators.
Leaders and workers are confident in their ability, and the ability of their organisation, to prevent and respond to incidents of child abuse.	- Leaders and workers of organisations understand how to prevent child abuse in the work that they do. - Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way. - Organisations are proactive in taking appropriate child-focused action when a concern or incident of child abuse occurs.
The safety and wellbeing of children is paramount to other purposes of the institutions.	- Organisations have a sustained (systematic and conscious) culture (beyond compliance) that prioritises children and young people's safety and wellbeing, including cultural safety. - Organisational leaders create a sustained authorising environment that promotes children and young people's safety and wellbeing. - Leaders and workers of organisations prioritise children and young people's safety and wellbeing in all that they do, including cultural safety. Behavioural obligations are clear for all leaders and workers of organisations when it comes to children and young people's safety and wellbeing.
Governance arrangements facilitate and encourage prioritisation of child safety and wellbeing at all levels.	- Children and young people's safety and wellbeing is a focus of organisational governance to identify and mitigate risk. - Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.
Children and young people are informed about all their rights, including to safety, information and participation.	- Children engaging with organisations understand their right to make a complaint, and how to do so. - Children engaging with organisations are offered age-appropriate ways of sharing their views and are listened to and their opinions valued.

Children and young people are offered age-friendly ways to express their views, participate in decision-making and raise their concerns.	- Children engaging with organisations are offered age-appropriate ways of sharing their views and are listened to and their opinions valued. - Children feel empowered to speak up when they are not feeling safe in an organisation.
Leaders and workers are responsive to issues raised by children and young people	- Organisations are proactive in taking appropriate child-focused action when a concern or incident of child abuse occurs. - Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.
Families and communities are informed and involved in child safety within the institution.	- The Tasmanian community expects that organisations are safe for children and young people through their compliance with the Framework. - Organisations support parents/carers and children to understand their rights under the Framework.
Children, young people, their families and communities feel safe, heard and respected.	- Children engaging with organisations are offered age-appropriate ways of sharing their views and are listened to and their opinions valued. - Children feel empowered to speak up when they are not feeling safe in an organisation.

Criteria 2: Created conditions that reduce the likelihood of harm to children and young people.

Indicator in tender	Associated outcome in program logic
Leaders and workers are aware of, and are knowledgeable on, issues relating to child abuse.	See Criteria 1
Leaders and workers are confident in their ability, and the ability of their organisation, to prevent and respond to incidents of child abuse.	See Criteria 1
Governance arrangements facilitate implementation of child safety and wellbeing policy at all levels	See Criteria 1
Children and young people are informed about all their rights including to safety, information and participation.	See Criteria 1
Children and young people are offered age-friendly ways to express their views, participate in decision-making and raise their concerns.	See Criteria 1
Leaders and workers are responsive to issues raised by children and young people.	See Criteria 1
Leaders and workers have an awareness of the signs and indicators of child abuse, including grooming.	Leaders and workers of organisations understand the issue of child abuse and are aware of the signs and indicators.

Leaders and workers are confident in their ability, and the ability of their organisation, to prevent and respond to incidents of child abuse.	See Criteria 1
Policies and procedures are child-friendly, accessible and promoted.	Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.
Leaders and workers have received training on prevention and identification of child abuse risks.	Organisations can access training and development to equip their workers and volunteers to comply with the Framework.

Criteria 3: Improved prevention and identification of harm to children and young people in institutional settings.

Indicator in tender	Associated outcome in program logic
Leaders and workers are aware of, and are knowledgeable on, issues relating to child abuse.	See Criteria 1
Leaders and workers are confident in their ability, and the ability of their organisation, to prevent and respond to incidents of child abuse.	See Criteria 1
Policies and procedures are child-friendly, accessible and promoted	See Criteria 2
Leaders and workers have received training on prevention and identification of child abuse risks.	See Criteria 2Criteria 1
Leaders and workers have an awareness of the signs and indicators of grooming.	Leaders and workers of organisations understand the issue of child abuse and are aware of the signs and indicators.
Workers know where to report concerns, allegations, or incidents.	Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.

Criteria 4: Improved investigations of, and responses to, incidents or allegations of harm to children and young people.

Indicator in tender	Associated outcome in program logic
Leaders and workers are aware of, and are knowledgeable on, issues relating to child abuse.	See Criteria 1
Leaders and workers are confident in their ability, and the ability of their organisation, to respond to incidents of child abuse including conducting child friendly investigations.	Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.

Leaders and workers know where to refer children, young people and their families, for support.	Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.
Policies and procedures are child friendly, accessibly and promoted.	Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.
Leaders and workers have received training on responding to incidents or allegations of child abuse.	See Criteria 2Criteria 1

Criteria 5: Reduced information sharing barriers which inhibit the safety of children and young people within institutions.

Indicator in tender	Associated outcome in program logic
Leaders and workers are aware of, and are knowledgeable on, reporting obligations under CYSOF.	- Organisational leaders are dedicated to the Framework and understand its relevance to their organisation (including appreciation of legal necessity) and lead its implementation across their organisation. - Organisations translate and apply the Framework in a way that is suitable to their organisational setting and context. - Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.
Leaders and workers are aware of, and knowledgeable on, the CYSOF information sharing obligations and protections.	- Organisational leaders are dedicated to the Framework and understand its relevance to their organisation (including appreciation of legal necessity) and lead its implementation across their organisation. - Organisations translate and apply the Framework in a way that is suitable to their organisational setting and context. - Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.
Leaders and workers are confident in their ability, and the ability of their organisation, to share and protect information in accordance with the Act.	Leaders and workers of organisations understand what to do if they become aware of a report or incident of child abuse and how to respond in a child-centred way.
Policies and procedures provide to workers on information sharing obligations and protections under the Act, and are accessible and promoted.	Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.
Workers have received training on information sharing and protection obligations under the Act.	Organisations can access training and development to equip their workers and volunteers to comply with the Framework.
Information is being shared when necessary, in accordance with the Act.	<i>This was not included in the implementation logic. This will be measured in interviews as part of the outcomes evaluation</i>

Criteria 6: Created a sufficiently independent, resourced and powered Independent Regulator.

Indicator in tender	Associated outcome in program logic
Institutions and children and young people receive necessary support, advice and guidance from the Independent Regulator.	- Organisations receive the local support, advice, and guidance they require to comply with the Framework. - Organisations proactively engage with the Office of the Independent Regulator regarding their application of the Framework, including the standards, management of reportable conduct and information sharing
The Independent Regulator can adequately respond to incidents of recalcitrant organisations.	<i>This was not included in the implementation logic. This will be measured in interviews as part of the outcomes evaluation.</i>
The Independent Regulator is able to exercise their functions independently.	<i>This was not included in the implementation logic. This will be measured in interviews as part of the outcomes evaluation.</i>

Criteria 7: Created environments that ensure the right to cultural safety for Aboriginal or Torres Strait Islander children and young people is respected.

Indicator in tender	Associated outcome in program logic
Institutions consult with local Aboriginal Community Controlled Organisations	<i>While this was not included in the implementation logic, it will be measured as part of the point-in-time Wave 2 survey.</i>
Institutions have awareness and understanding of the continuing negative impacts of past Government policies and practices on Aboriginal peoples.	<i>While this was not included in the implementation logic, it will be measured as part of the point-in-time Wave 2 survey.</i>
Children and young people have access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.	Organisations have exceptional policies, processes, and systems in place to ensure child and youth safe environments are created and continuously reviewed and improved.
Institutions pay particular attention to the needs of Aboriginal and Torres Strait Islander children.	- Leaders and workers of organisations prioritise children and young people's safety and wellbeing in all that they do, including cultural safety. - Organisations have a sustained (systematic and conscious) culture (beyond compliance) that priorities children and young people's safety and wellbeing, including cultural safety.