



National Centre for Action
on Child Sexual Abuse

Here for Change

Implementation Plan
2023

Acknowledgements

The National Centre respectfully acknowledges and celebrates the many Traditional Owners of the lands throughout Australia and pay our respects to ancestors of this country and Elders past and present. We recognise that Aboriginal and Torres Strait Islander communities, culture and lore have existed within Australia continuously for 65,000 years.

We acknowledge the ongoing leadership of Aboriginal and Torres Strait Islander communities across Australia and those who have and continue to work tirelessly to address inequalities and improve Aboriginal and Torres Strait Islander justice outcomes for children and young people. The National Centre is committed to ensuring that the voices of those whose lives are affected by the decisions governments make should fundamentally inform those decisions. First Nations voices must be heard, raised and amplified through a Voice to Parliament. It is time for genuine and significant reform to progress healing through the Uluru Statement from the Heart

We seek to honour the lived expertise of all survivors of child sexual abuse, harnessing all ages, cultures, abilities and backgrounds, and commit to substantially addressing the harm of child sexual abuse, now and well into the future. We recognise that there are children and young people today who are experiencing sexual abuse and dedicate ourselves to doing all we can to promote their effective protection and care.

We acknowledge and extend our thanks to everyone who contributed to the development of [Here for Change - Five Year Strategy](#) including:

- victims and survivors of child sexual abuse and their families
- First Nations peoples
- culturally and linguistically diverse communities
- LGBTQIA+ communities
- people with disability
- education providers
- practitioners and services
- academics and researchers
- Australian and state/territory governments.

Further information is available on the National Centre website.

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Introduction

The National Centre for Action on Child Sexual Abuse (the National Centre) is an independent organisation established in October 2021 to provide national leadership on child sexual abuse.

The National Centre's **Here for Change - Five Year Strategy** frames seven critical challenges that represent our shared understanding of what must change. These challenges are broad and recognise the complex, multifaceted and interconnected problems we face in preventing and better responding to child sexual abuse. For each of these challenges, we have articulated a series of priorities that we believe are achievable within the next five years. Addressing the challenges in full will take more than five years given the scale of the problem and its entrenched and complex nature.

The purpose of this document is to inform stakeholders how the National Centre will implement the Strategy. It will be complemented by more detailed internal planning documents. An overview of the Implementation Plan is provided in Figure 1.

Figure 1. Overview of the Implementation Plan

Implementation activities



Implementation principles

1. Take a phased approach to implementation
2. Don't try to do everything at once
3. Co-design implementation with key stakeholders
4. Learn and improve as you go
5. Clearly define resourcing and roles
6. Stay focused on your purpose

Implementation horizons



This Implementation Plan was developed based on consultation with stakeholders for the National Centre in late 2022 and early 2023. It was also informed by best practice in implementation.



Our approach

Implementation of **Here for Change – Five Year Strategy** will be underpinned by six principles:

PRINCIPLE 1:

Take a phased approach to implementation

The National Centre will take a phased approach to implementation over three horizons (Year 1, Years 2-3, Years 4-5). Year 1 has begun and comprises critical actions that must be done early to enable future actions to progress. Years 2-3 and Years 4-5 will build on the knowledge gained and activities we have started in this first year.

PRINCIPLE 2:

Don't try to do everything at once

Implementing an ambitious multi-year strategy is challenging, especially for a new organisation such as the National Centre. Consistent with Principle 1, this Implementation Plan is designed to address the most important and material aspects of **Here for Change – Five Year Strategy** first. The aim of each horizon will be to not do everything, but rather to do the highest priority actions that the National Centre has the capacity to deliver and stakeholders will have the capacity to enact or collaborate on given current demands and workloads. The National Centre will monitor energy levels and change willingness throughout our implementation to ensure this is taken into account.

PRINCIPLE 3:

Co-design implementation with key stakeholders

Planning in too much detail, too far in advance can prove unproductive as even the best-laid plans are subject to change and continuously refined. Implementation will evolve over time to ensure we achieve the change we want to see in each of the challenges. Many stakeholders will have an active role in our implementation – implementation will be done with and in some cases by them; it will not be done to them. Stakeholders will be given ample chance to define and co-design their own path in navigating to success in responding to the challenges. Co-design activities (such as workshops) and regular communication will be critical to achieve this.



PRINCIPLE 4:

Learn and improve as you go

The National Centre will adapt the Implementation Plan as we progress through the horizons. Monitoring and evaluation will provide evidence about which activities are working and which are not. That way the implementation process itself is a learning exercise that can be used to better the implementation approach for the next horizon.

PRINCIPLE 5:

Clearly define resourcing and roles

Implementing the **Here for Change – Five Year Strategy** will require lots of effort from many stakeholders. Ensuring actions and responsibilities are clear will make this process easier to understand and monitor. For each action, resourcing implications will be considered at the planning stage and evaluated throughout implementation.

PRINCIPLE 6:

Stay focused on your purpose

Carrying out simultaneous streams of work across the various functional areas carries the risks of misdirected or siloed effort. The National Centre will ensure its actions remain aligned with what it aims to achieve (and what it is funded to do). Further, by ensuring interconnection across different pieces of work, we will ensure the whole remains greater than the sum of its parts.



How we are guided

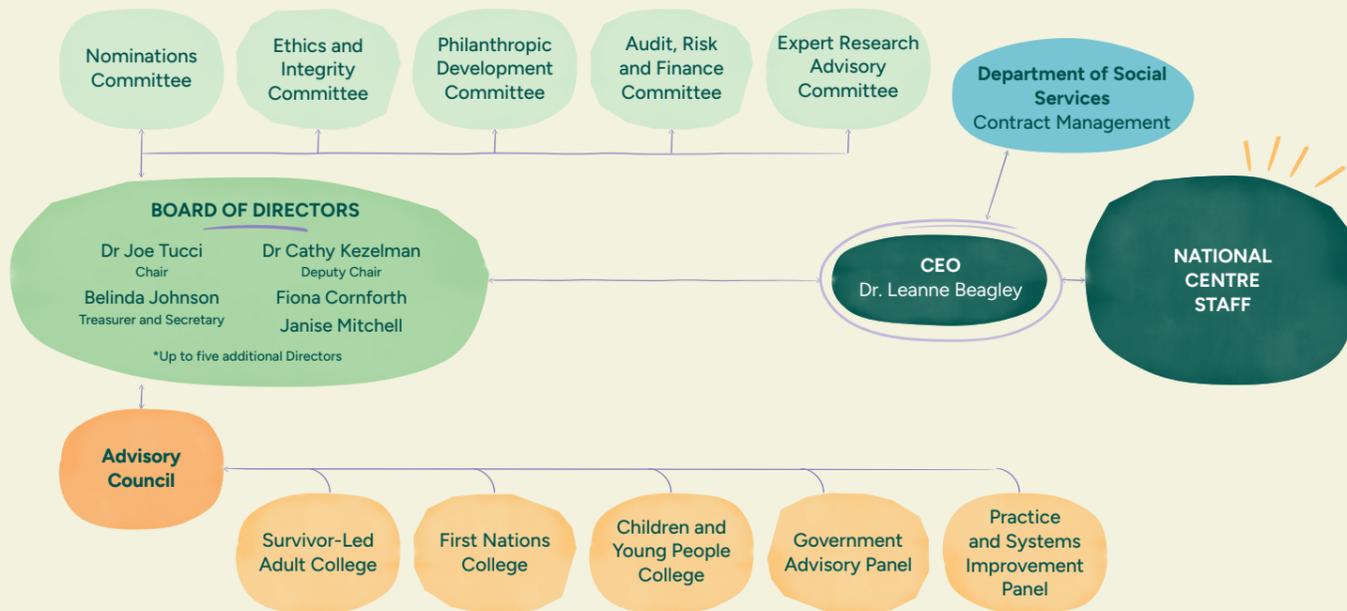
The National Centre is committed to working with others to achieve the outcomes outlined in the **Here for Change – Five Year Strategy**.

We recognise and support the diverse groups of people and organisations that are committed to addressing child sexual abuse across Australia, from victims and survivors and the practitioners, services and advocates that support them, to researchers and philanthropic and corporate funders of efforts in this space. Our role is distinct from but must be complementary to and aligned with Commonwealth, State and Territory governments,

with whom we will collaborate by sharing resources, leading and driving research, building workforce capability and participating in advisory structures.

The governance structure presented in Figure 2 will ensure that decision-making is guided by a breadth of expertise and understanding and at the core of this approach is our commitment to amplifying the voices of those who live with the impact of child sexual abuse.

Figure 2. Governance and advisory structure



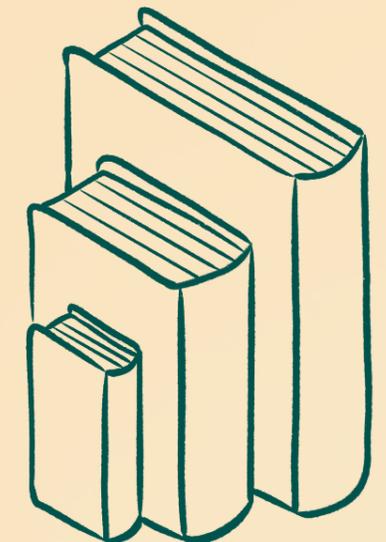
This governance structure includes function-orientated committees (in green) and domain-orientated colleges and panels (in yellow). Oversight and advisory functions are fed through the Board to the National Centre executive and staff to ensure action is streamlined and focused on the well-informed delivery of the Strategy. Contract oversight by the Department of Social Services (in blue) is managed through the Chief Executive Officer (CEO) with support from the team and Board.

Our stakeholders, partners and colleagues

The governance and advisory structures in place for the National Centre will be complemented by a highly collaborative approach across all our actions and will reach beyond the formal structures in order to deliver a flexible set of partnerships and collaborations for alignment, integration and effective implementation and evaluation of programs.

These include:

- advocacy groups representing victims and survivors
- advocacy groups representing children and young people
- the National Office for Child Safety (NOCS)
- State and Territory governments
- universities and research leaders
- the Australian Institute of Health and Welfare (AIHW)
- the Australian Childhood Maltreatment Study Team (ACMS)
- practitioners
- educators
- service organisations
- peak bodies
- national and international research and thought leaders such as the Global Compassion Coalition and Australia's National Research Organisation for Women's Safety (ANROWS)
- relevant higher education and vocational education providers
- professional bodies
- the eSafety Commission
- the Australian Centre to Counter Child Exploitation (ACCCE)
- the Australian Centre for Child Protection





How we will learn and improve

As noted in the **Here for Change – Five Year Strategy** progress will be monitored and evaluated in accordance with an evaluation framework. This section provides key details that will underpin that framework.

Purpose

The purpose of monitoring and evaluation of the National Centre is to:

- engage stakeholders to ensure the National Centre’s stakeholders have an active voice in implementation
- be accountable by communicating progress and outcomes with internal and external stakeholders
- understand what works including the intended and unintended impacts of our efforts and make evidence-informed decisions
- learn, innovate and improve.

Performance measurement

Here for Change – Five Year Strategy has been specifically designed to ensure it can be monitored and evaluated; for example, through specification of:

- the change we want to see
- what success will look like for the Strategy as a whole
- what success will look like for our efforts over the next year.

These will be measured using a mixed methods approach that draws on a range of data sources (e.g., administrative documentation, quantitative and qualitative data, targeted consultation with and feedback from key stakeholders).

Approach and timeframes

Monitoring and evaluation will be conducted focusing on outcomes and impact. The table below outlines how this approach will be applied over the life of the Here for Change Five Year Strategy.

| | | | |
|-----------|---|---|--|
| Type | Monitoring | Process and outcome evaluation | |
| Timing | Annual | Year 3 | Year 5 |
| Focus | What have we done? | How well have we done it? Who is better off as a result and what is the impact? What are the outcomes? | |
| Objective | Inform continuous improvement | Inform adjustments to the Strategy | Inform the future of the National Centre |
| | Communicate the National Centre’s activities and outcomes | | |

How we will work

The National Centre has five functional areas which work together toward the goals of protecting children and young people from child sexual abuse; amplifying the voice of victims and survivors in policy, practices and research; and supporting victims and survivors across their lifespan to recover and heal. These are:

- research and evaluation
- leadership and collaboration
- awareness raising
- stigma reduction
- capability building.

These functional areas are interrelated and enabled by multiple or various work programs connected in pursuit of the National Centre’s goals. The integrated work program is guided by the National Centre’s core principles, which are:

- inclusive and culturally safe
- participatory and collaborative
- victim and survivor-led
- development, attachment, trauma and healing-informed
- responsive to power dynamics.

These principles ensure the National Centre embeds key practices in its work, such as consulting broadly across the policy landscape, and help it to better align, collaborate and partner with stakeholders across Australia.

Further information on the National Centre’s functional areas and principles, key examples of initiatives already underway, and a more detailed description of the National Centre’s stakeholder landscape, can be found in [Here for Change – Five Year Strategy](#).

The year ahead: 2023-24

This Annual Work Plan provides further detail to guide the implementation of the **Here for Change – Five Year Strategy**. Subsequent annual work plans will be included in the National Centre’s Annual Report along with a report on progress against the planned actions.

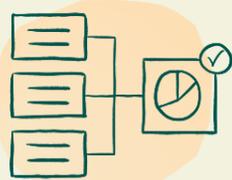
For each of our seven challenges identified in the **Here for Change – Five Year Strategy**, this work plan outlines our approach, our planned actions and what success will look like.



Challenge 1

Child sexual abuse and its effects across the lifespan of victims and survivors are not well understood or identified in the community.

Our response



The National Centre will foster a shared language to advance understanding about child sexual abuse (including grooming) and its effects across the lifespan of victims and survivors. We will also support efforts to measure the prevalence and impact of child sexual abuse, including the number and needs of victims and survivors over time. We will measure community understanding and attitudes about child sexual abuse. We will also collaborate to help raise awareness about online child sexual abuse and exploitation.

Our approach



The National Centre will work to identify and map the necessary terminology needed by stakeholders across the policy landscape, consulting widely to ensure that a fit-for-purpose shared language can be developed.

To better measure and understand the scale and consequences of child sexual abuse, we will:

support key partners to create a framework for research that facilitates longer-term monitoring and measurement;

work with our research partners to understand and benchmark current community knowledge and attitudes about child sexual abuse and harmful sexual behaviour; and

contribute to key work already underway, such as by participating on the advisory group to the ACMS.

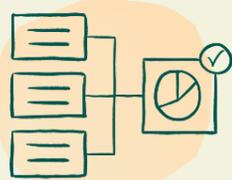
| What we will do in the next year | What success will look like over the next year |
|--|--|
| <ol style="list-style-type: none"> 1. Collaborate and co-design, including with people with lived and living experience, to develop a shared language presented in a preferred definitions framework about child sexual abuse (including grooming and exploitation), online and offline, what it is and how it affects individuals, at different times in their lives, families and diverse communities. A shared language of key terms and concepts is critical to building community awareness. | <ul style="list-style-type: none"> • The National Centre works with key stakeholders to develop, publish, promote and embed a preferred definition framework. • The National Centre commissions research that provides a current understanding of child sexual abuse in Australia, describes impacts across the life course, including for First Nations victims and survivors and their families, and provides guidance around framing and discussing child sexual abuse in public forums. |
| <ol style="list-style-type: none"> 2. Support the development of a framework to measure the scale and consequences of child sexual abuse over time to create a long-term prevalence estimates dataset, and to describe the needs of victims and survivors across their lifespans. It will be shaped by and contribute to the ACMS. | <ul style="list-style-type: none"> • The National Centre partners to develop, publish and promote a framework to measure the size and consequences of child sexual abuse. |
| <ol style="list-style-type: none"> 3. Commission research into the intersection of child sexual abuse with other forms of violation such as gendered violence, including family and domestic and other forms of child abuse, neglect and exploitation. | <ul style="list-style-type: none"> • The National Centre formalises partnerships with key organisations in the gendered violence and prevention areas to examine and respond collaboratively where there are interfaces with child sexual abuse. |
| <ol style="list-style-type: none"> 4. Commission research to build a comprehensive understanding of intrafamilial child sexual abuse and support its incorporation into all aspects of child sexual abuse prevention, intervention and service design and delivery for victims and survivors. | <ul style="list-style-type: none"> • The National Centre develops and promotes a knowledge base that informs action across the policy landscape and for service providers and practitioners. |
| <ol style="list-style-type: none"> 5. Benchmark current community knowledge and attitudes about child sexual abuse and harmful sexual behaviour in Australia and use the results to develop a key message framework that can support community awareness raising initiatives. | <ul style="list-style-type: none"> • The National Centre publishes and disseminates a report outlining the findings of a study, co-designed with key stakeholders, benchmarking community attitudes about child sexual abuse and harmful sexual behaviour in Australia. • The National Centre integrates findings from the benchmarking study into relevant materials and disseminates to key stakeholders to support community awareness raising initiatives in collaboration with other such targeted initiatives for example being led by NOCS. |
| <ol style="list-style-type: none"> 6. Collaborate with the NOCS, ACCCE, the eSafety Commissioner, ANROWS, State and Territory governments, service organisations, peak bodies and others to develop and implement community awareness initiatives about a range of key topics including the impacts of child sexual abuse across the lifespan of victims and survivors and strategies for reducing stigma. | <ul style="list-style-type: none"> • The National Centre's knowledge base is disseminated to and integrated into the actions of relevant stakeholders and partner organisations. • The National Centre will build the capability of the workforce through the development of appropriate resources and learning activities, including for volunteers and the broader community. |



Challenge 2

People with lived and living experiences of child sexual abuse are often not believed and responded to with compassion.

Our response



The National Centre will build greater compassion and understanding for people with lived and living experiences of child sexual abuse, including those at risk of harm, and their families and carers. It will foster a more trauma aware community and service sector in which victims and survivors are better seen, heard and believed and more able and empowered to seek help.

Our approach



We will work with service providers and practitioners to design and develop learning materials that help promote the value of compassion informed practice. The National Centre will commission research that builds community awareness and understanding of child sexual abuse and supports victims and survivors to seek help. We will also ensure that compassion is a key area examined in our first community attitudes study, an initiative that will inform and support raising awareness and reducing stigma. We will partner with education providers to integrate trauma-informed and child sexual abuse related curricula within key qualifications, as well as work to understand skill and training needs for the workforce in these areas.

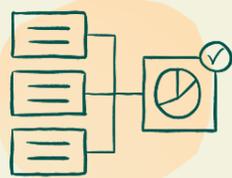
| What we will do in the next year | What success will look like over the next year |
|---|---|
| <ol style="list-style-type: none"> 1. Build the capability of practitioners and organisations to acquire knowledge about the role of compassion in relation to the trauma experienced by victims and survivors of child sexual abuse over their lifespan. | <ul style="list-style-type: none"> • The National Centre establishes effective partnerships with pioneers in compassion practice, such as Professor Paul Gilbert, Global Compassion Coalition. • The National Centre builds a platform of resources and training opportunities, accessible through a Learning Management System that targets different audiences and practitioners focused specifically on the development of compassionate and trauma-aware responses. |
| <ol style="list-style-type: none"> 2. Identify and commission research that will facilitate and build community awareness and understanding to reduce stigma and enable victims and survivors to seek help. | <ul style="list-style-type: none"> • The National Centre’s research commissioning guidelines are fit-for-purpose and can be used effectively to support research that helps achieve the National Centre’s and other key stakeholders’ organisational goals. • The National Centre develops and promotes a knowledge base that informs action across the policy, practice, organisational and system design landscape to directly enable help-seeking for victims and survivors. |
| <ol style="list-style-type: none"> 3. Incorporate information about compassion in relation to trauma into the first National Centre community attitudes study to inform and support initiatives to raise awareness and reduce stigma across diverse communities. | <ul style="list-style-type: none"> • The National Centre’s community attitudes study is effective in gauging community sentiment and provides a useful resource for understanding compassion and trauma-aware approaches. |
| <ol style="list-style-type: none"> 4. Engage with higher education, vocational providers and professional bodies to understand the inclusion of trauma-informed and child sexual abuse curricula within key qualification pathways for practitioners. | <ul style="list-style-type: none"> • The National Centre works with education providers to establish a commitment to incorporating trauma-informed course material into qualifications. |
| <ol style="list-style-type: none"> 5. Undertake a training needs analysis of key sector workforces, building on the findings of the scoping study to support the development of a Learning and Professional Development Plan. | <ul style="list-style-type: none"> • The National Centre develops, publishes and promotes a report on workforce training needs that can help the broader industry identify gaps and opportunities. • The National Centre publishes a Learning and Professional Development Plan. |



Challenge 3

Children, young people and adults with experiences of child sexual abuse (or their parents or carers) are often not identified, protected or well supported when they raise concerns or disclose.

Our response



The National Centre will strengthen the capability of communities, professionals, services and systems to better identify and support victims and survivors across their lifespan. This will empower children, young people and adults to raise concerns, disclose and seek help. It will also identify other barriers to seeking and receiving help experienced by First Nations peoples and people from diverse communities including culturally and linguistically diverse people (CALD) people, people living with disabilities, LGBTIQ+ people, older Australians and individuals and families living in regional, rural and remote areas.

Our approach



Using the results of our community attitudes study, the National Centre will work with our colleges and advisory groups to develop a key message framework which will help the community better identify child sexual abuse, as well as better protect and support children, young people and adults with experiences of child sexual abuse. We'll also feed in the results of the training needs analysis to design and deliver practice guides, tools, learning materials and training opportunities to make sure that service providers and practitioners are well equipped to address this challenge.

The National Centre will commission research that expands community and practitioner knowledge about patterns of disclosure across the lifespan of victims and survivors, as well as increasing understanding of the indicators of child sexual abuse, both online and offline. The National Centre will also co-design materials with children and young people, and victims and survivors about disclosure in school-based and other environments.

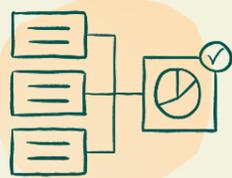
| What we will do in the next year | What success will look like over the next year |
|---|---|
| 1. Use the results of the community attitudes study to develop a key message framework and resources for the community that support understanding of grooming, barriers to disclosure and supports safe disclosures. | <ul style="list-style-type: none"> The National Centre develops, publishes and promotes a key message framework that helps the community better identify child sexual abuse, as well as better protect and support children, young people and adults with experiences of child sexual abuse. |
| 2. Use the results of the training needs analysis to design and deliver practice guides, tools, learning materials and opportunities that help ensure responses to disclosures by practitioners and support services that are safe, effective, protective, trauma-informed, culturally safe and developmentally sensitive. | <ul style="list-style-type: none"> The National Centre works with stakeholders to establish a quality framework for the development and review of all learning content and resources produced by the National Centre that helps ensure resource quality, accessibility and impact. The National Centre ensures that victims' and survivors' voices are integrated into all materials, but specifically those related to disclosure. |
| 3. Commission research that extends knowledge about patterns of disclosure and indicators of child sexual abuse across the lifespan of victims and survivors (online and offline). | <ul style="list-style-type: none"> The research and evaluation functional area develops and promotes a knowledge base that extends knowledge about patterns of disclosure and indicators of child sexual abuse (online and offline) across the lifespan of victims and survivors. The National Centre's research commissioning guidelines are fit-for-purpose and can be used effectively to support research that helps achieve the National Centre's and other key stakeholders' organisational goals. The National Centre effectively collaborates with the eSafety Commissioner and ACCCE to ensure that knowledge about online child sexual abuse informs research and service provision. |
| 4. Commence a co-design process with children and young people, victims and survivors that focuses on disclosure, grooming and barriers to disclosure. | <ul style="list-style-type: none"> The National Centre develops and promotes a knowledge base that extends knowledge about patterns of disclosure and indicators of child sexual abuse (online and offline) across the lifespan of victims and survivors. |
| 5. Commence a co-design process with victims and survivors from a range of backgrounds to develop resources aimed at the community and practitioners regarding facilitating and supporting disclosures, informed by an understanding of grooming (both offline and online) and barriers to disclosure across the lifespan of victims and survivors. | <ul style="list-style-type: none"> The National Centre effectively collaborates with the eSafety Commissioner and ACCCE to ensure that knowledge about online child sexual abuse informs research, service provision and community responses. The National Centre co-designs (with relevant stakeholders), publishes and promotes resources that build community understanding about disclosure in all environments, including barriers, effective support and grooming (both online and offline). |



Challenge 4

Children and young people who have displayed harmful sexual behaviour require adults to better understand and meet their needs.

Our response



The National Centre will support changes in understanding, practice and service access needed to improve outcomes for children and young people who have displayed harmful sexual behaviour. The National Centre will also develop resources and support responses which are culturally inclusive and responsive for First Nations children and young people and their families, gender-diverse children and young people, children and young people with disability, and CALD children and young people.

Our approach



The National Centre, through its role chairing and participating in the National Clinical Reference Group (NCRG)¹, will help develop frameworks and standards for better understanding and responding to harmful sexual behaviours. We will also undertake and commission research that seek to improve understanding, developing learning materials, and increasing community awareness. Within this, the National Centre will work with key stakeholders to ensure that the needs of particularly vulnerable groups, such as First Nations children and young people, are integrated.

¹The National Clinical Reference Group provides expert advice on the design, implementation and evaluation of measures related to children and young people and harmful sexual behaviours. Members include health professionals and clinicians from across Australia with direct experience supporting and treating children and young people with harmful sexual behaviours and their families, as well as leading researchers with academic expertise in children and young people with harmful sexual behaviours, child sexual abuse, childhood development and childhood sexuality. The National Centre has a leadership role in this group as the co-chair of the NCRG.

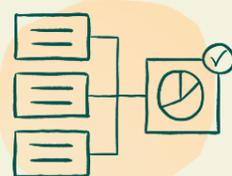
| What we will do in the next year | What success will look like over the next year |
|--|--|
| <ol style="list-style-type: none"> 1. Through the National Centre's leadership role on the NCRG, support the development of a common definition and framework for understanding harmful sexual behaviour – what it is, how it develops, its risks, and the ways it affects children and young people, their families and communities. | <ul style="list-style-type: none"> • The National Centre effectively chairs and participates in the NCRG. • The National Centre contributes to the NCRG developing, publishing and promoting a National Clinical and Therapeutic Framework on harmful sexual behaviours. • The National Centre, in collaboration with key stakeholders through the NCRG, will develop, publish and promote a common definition framework for understanding harmful sexual behaviour, as well as service standards for responding to children and young people who have engaged in harmful sexual behaviour. |
| <ol style="list-style-type: none"> 2. Through membership on the NCRG, inform the design and development of a national framework for understanding, responding to and preventing harmful sexual behaviour, including establishing common and consistent language and terminology; developing National Standards to respond to and prevent harmful sexual behaviour; and creating a National Clinical and Therapeutic Framework to support health professionals providing treatment to children and young people who have displayed harmful sexual behaviour. | |
| <ol style="list-style-type: none"> 3. Undertake research to build the evidence base and develop a better understanding of the diversity of children and young people who have displayed harmful sexual behaviour, identify effective and or emerging practice responses, and gain an understanding of how best to tailor assessment tools, therapeutic interventions and clinical frameworks. This research and other initiatives to address this challenge will also contribute to and inform work under the National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030. | <ul style="list-style-type: none"> • The National Centre develops and promotes a knowledge base that addresses the challenge based on targeted in-house research and commissioned research which will develop a detailed understanding of the diversity of children and young people who currently engage, or have previously engaged in, harmful sexual behaviours and identify effective and/or emerging practice responses to support children, young people, their families, and the community. |
| <ol style="list-style-type: none"> 4. Contribute to existing work to support the development of ACMS to measure the prevalence and consequences of harmful sexual behaviour by children and young people. | <ul style="list-style-type: none"> • The National Centre supports the dissemination of data and findings from the ACMS into further research, capability development and community awareness materials. |
| <ol style="list-style-type: none"> 5. Identify and commission research that extends knowledge about harmful sexual behaviour, its precursors and effective approaches to support and intervention. | <ul style="list-style-type: none"> • The National Centre collaborates with key partners, such as NOCS, to commission and undertake research that develops practice guides for supporting improved and contemporary responses to children and young people who have engaged in harmful sexual behaviour. |
| <ol style="list-style-type: none"> 6. Translate knowledge and understanding of all forms of harmful sexual behaviour, including children and young people who have displayed harmful sexual behaviour towards a sibling, to assist case providers, practitioners and services to deliver or improve service responses to children and young people and their families, carers, kin and other support networks. | <ul style="list-style-type: none"> • The National Centre integrates findings from research and best practice into relevant materials on all forms of harmful sexual behaviour, including children and young people who have displayed harmful sexual behaviour towards a sibling, helping to ensure that it informs better service and community responses. |
| <ol style="list-style-type: none"> 7. Work in partnership with First Nations and other relevant leaders, practitioners and experts to ensure the needs of First Nations children and young people, children and young people with disabilities, CALD children and young people, and children and young people who are neurodiverse, are met and inform the development of the harmful sexual behaviour measures under the National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030. | <ul style="list-style-type: none"> • The National Centre effectively integrates the needs of children and young people engaged in or experiencing harmful sexual behaviour are addressed in the work of the Harmful Sexual Behaviour Clinical Governance Group. A particular focus will be explored in relation to the specific context of children and young people belonging to particular priority populations. |
| <ol style="list-style-type: none"> 8. Benchmark community understanding about harmful sexual behaviour through the National Centre community attitudes study to inform initiatives to raise awareness about harmful sexual behaviour. | <ul style="list-style-type: none"> • The National Centre integrates findings from the benchmarking study into relevant materials and disseminates them to key stakeholders to support community awareness raising initiatives. |
| <ol style="list-style-type: none"> 9. Collaborate with jurisdictions to develop policy and legislative responses to children and young people who have displayed harmful sexual behaviour and their important adults that take account of their unique needs, including their own experiences of trauma. | <ul style="list-style-type: none"> • The National Centre collaborates with jurisdictions to develop policy and legislative responses that are informed by the voices of victims and survivors, as well as children and young people who have displayed harmful sexual behaviour and their important adults. |



Challenge 5

Victims and survivors of child sexual abuse are often unable to access the support and resources that meet their changing needs at different times in their lives.

Our response



The National Centre will build the capability of systems, the workforce and community to know what works, integrate the insights and expertise of those with lived and living experiences of child sexual abuse, and meet the needs of victims and survivors from diverse backgrounds and contexts and at different times of their lives.

Our approach



The National Centre is committed to ensuring that the voices of victims and survivors are amplified in policy, service design and research. We will consult and collaborate extensively with our colleges, founding members and advisory groups to develop pathways for lived and living experience participants to inform service design. We will also work with key education and professional stakeholders to understand workforce capability needs and use this to inform development of materials that will improve service responses for victims and survivors. The National Centre will also work with State and Territory governments to develop service referral pathways that better support victims and survivors.

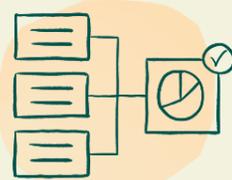
| What we will do in the next year | What success will look like over the next year |
|---|--|
| <ol style="list-style-type: none"> Partner with people with lived and living expertise of child sexual abuse and sector partners to understand the service needs of victims and survivors and their families across their lifespan, including from diverse cohorts and inform better pathways. | <ul style="list-style-type: none"> The National Centre disseminates findings about the service needs of victims and survivors and their families across their lifespan to key stakeholders to be integrated into policy and service design. The National Centre collaborates with State and Territory governments and other key stakeholders to develop concrete initiatives that address referral pathways and community-based support opportunities for victims and survivors across their lifespan. |
| <ol style="list-style-type: none"> Investigate the utility of articulating core workforce capabilities required across sectors and services responding to child sexual abuse and complex trauma related to child sexual abuse. | <ul style="list-style-type: none"> The National Centre works with sectors and educators to determine the feasibility of core capabilities across the workforce and develops a plan to progress this project partnering with Founding Members and other key experts in the field. |
| <ol style="list-style-type: none"> Build the capability of workforces to inform professional responses to victims and survivors which are safe, effective, protective, trauma-informed, culturally safe and developmentally sensitive. | <ul style="list-style-type: none"> Use the results of the training needs analysis to design and deliver practice guides, tools, learning materials and opportunities that inform professional responses to victims and survivors which are safe, effective, protective, trauma-informed, culturally safe and developmentally sensitive. |
| <ol style="list-style-type: none"> Identify and commission research that extends knowledge about victims and survivors' needs so they are provided with the support that meets their particular needs at different times in their lives. | <ul style="list-style-type: none"> The National Centre develops and promotes a knowledge base that extends knowledge about the service needs of victims and survivors and their families across their lifespan. The National Centre's research commissioning guidelines are fit-for-purpose and can be used effectively to support research that helps achieve the National Centre's and other key stakeholders' organisational goals. |
| <ol style="list-style-type: none"> Incorporate the knowledge provided by survivors regarding their lived and living experience of the child protection and justice systems in processes to address the existing challenges and limitations of the current systems. | <ul style="list-style-type: none"> The National Centre develops pathways for the expertise of people with lived and living experience of child abuse to be integrated into policy and service design in the justice and child protection systems. |
| <ol style="list-style-type: none"> Support processes to report on progress against the Royal Commission recommendations and other reforms. | <ul style="list-style-type: none"> The National Centre provides effective and direct support to NOCS on progress reports about implementation of recommendations from the Royal Commission |



Challenge 6

Knowledge about complex and intergenerational trauma and dissociation does not generally inform responses to individuals with lived and living experiences of child sexual abuse.

Our response



The National Centre will integrate a deep understanding of the complex and intergenerational trauma consequences of and dissociative responses to child sexual abuse that inform how services are designed and delivered. These different support and therapeutic responses will be contextualised depending on the gender, cultural backgrounds and diverse needs of victims and survivors.

Our approach



Ongoing and wide engagement will be core to the National Centre's efforts in supporting the integration of trauma-informed responses into service design and delivery. Foundational to this will be consulting with victims and survivors on the most effective and accessible avenues to provide their lived and living experience and knowledge to the National Centre. We will develop a mechanism for translating existing content into learning content and resources for the National Centre that will be supported by a knowledge architecture framework that is inclusive of cultural expertise.

We will consult with our Colleges and advisory panels, governments and expert researchers and practitioners around building and translating knowledge and to inform policy, system and program design. We anticipate establishing multiple partnerships to support how trauma-informed policies, systems and programs are implemented. We will also look to partner with the National Centre's Founding Members to license their IP in relation to complex and intergenerational trauma and dissociation in relation to child sexual abuse.

| What we will do in the next year | What success will look like over the next year |
|---|--|
| 1. Develop and/or identify guidelines on complex and intergenerational trauma and dissociation in relation to child sexual abuse. | <ul style="list-style-type: none"> The National Centre partners with Blue Knot to develop and/or identifies, publishes and/or shares, and promotes guidelines on complex and intergenerational trauma and dissociation. |
| 2. Develop clear definitions regarding 'trauma', including complex and intergenerational trauma that support understanding the needs of victims and survivors, including clarity about a 'trauma-informed' approach and therapeutic practice. | <ul style="list-style-type: none"> The National Centre develops, publishes and promotes a consistent trauma definition. |
| 3. Develop accessible avenues for people with lived and living experience of child sexual abuse to provide information about their experiences to help inform policy, services and research. | <ul style="list-style-type: none"> The National Centre implements a range of accessible mechanisms to hear, store and utilise information provided by victims and survivors. |
| 4. Commission research to understand the relationship between prior victimisation, responses to it, intergenerational cycles of child sexual abuse in families and communities and associated offending and victimisation. | <ul style="list-style-type: none"> The National Centre commissions research that investigates the relationship between harmful sexual behaviour recidivism and life course outcomes. Further, the impact of adverse childhood experiences on harmful sexual behaviour engagement will be considered in this study. |
| 5. Build and translate knowledge about the impact and cycles of intergenerational trauma and complex trauma associated with child sexual abuse and related traumas informed by insights and intelligence from a broad range of sources. | <ul style="list-style-type: none"> The National Centre publishes and promotes a policy paper on the intergenerational trauma associated with child sexual abuse. The National Centre partners with Blue Knot to publish and deliver translational learning resources for practitioners and services that fill existing gaps to support practice improvement in relation to responding to complex trauma. |
| 6. Support the development of trauma-informed policy, system and program design and transformational change processes to ensure victims and survivors' needs are understood and responded to appropriately. The policy will also refer to the impacts on families, carers and friends of victims and survivors. | <ul style="list-style-type: none"> The National Centre identifies evidence of policy and practice change across its partner organisations that is trauma-informed and inclusive of the impacts of child sexual abuse on families, carers and friends of victims and survivors. |
| 7. Define knowledge "inclusively" so that cultural, traditional and survivor-led ways of healing are privileged as much as those determined through a scientific paradigm. | <ul style="list-style-type: none"> The National Centre articulates its Knowledge Mobilisation Approach ensuring it is culturally appropriate. |
| 8. Work in partnership with First Nations leaders, practitioners and experts to prioritise efforts to co-design culturally appropriate responses to the needs of culturally diverse groups, including First Nations victims, survivors, families, carers and communities. | <ul style="list-style-type: none"> The National Centre begins the development of a co-design process with First Nations leaders, practitioners and experts. |
| 9. Ensure that cultural knowledge is privileged as a legitimate evidence base from which design thinking for system, program and intervention approaches can be drawn. | <ul style="list-style-type: none"> The National Centre clearly integrates cultural knowledge into its finalised website and all of their learning content and resources. |
| 10. Support culturally appropriate approaches to research and evaluation of 'effectiveness' and outcomes. | <ul style="list-style-type: none"> The National Centre supports First Nations researchers by ensuring selection panels for research commissioning include First Nations experts. The National Centre supports research with CALD communities through culturally appropriate research approaches and decision-making processes. |

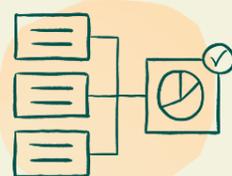


Challenge 7

Child sexual abuse will not be stopped unless there is a comprehensive framework for addressing the power dynamics and factors which enable it.

| What we will do in the next year | What success will look like over the next year |
|--|--|
| 1. Convene a roundtable of local and international experts to consider the best ways to develop a comprehensive framework to support long-term efforts to reduce the prevalence of child sexual abuse. | <ul style="list-style-type: none"> The National Centre establishes a roundtable of local and international experts. The National Centre begins developing a conceptual framework around a comprehensive theory of change to reduce the prevalence of child sexual abuse. |
| 2. Commission research that reviews the available evidence and knowledge about individual and societal attitudes and behaviour that enable child sexual abuse. | <ul style="list-style-type: none"> The National Centre commissions research that reviews the available evidence and knowledge about individual and societal attitudes and behaviour that enable child sexual abuse. |
| 3. Communicate with key partners to confirm mutual understanding of roles, responsibilities, shared strategic priorities and opportunities for collaboration. | <ul style="list-style-type: none"> The National Centre establishes effective and ongoing communication channels and partnerships with its key stakeholders to promote integration and alignment in approaches. |

Our response



The National Centre will bring together local and international evidence and knowledge to inform a comprehensive framework for understanding the factors which enable child sexual abuse to occur in families, institutions and the community, in both online and offline contexts. It will mobilise efforts to reduce the prevalence of child sexual abuse.

Our approach



The National Centre will draw upon the best available local and international expertise by identifying and inviting key experts to join a roundtable on reducing the prevalence of child sexual abuse. The goal of the forum will be moving towards the development of a comprehensive framework to support long-term efforts towards the elimination of child-sexual abuse. We will also engage with Our Watch and others to learn about how they developed a theory of change for prevention of family and domestic violence. Among other benefits, this will help inform our development of grant guidelines for commissioning research.

Good communication among collaborators is essential in the shared cause of addressing the structural factors that enable child sexual abuse. We will establish regular and effective communications channels with our stakeholders and we will be committed to improving and adapting when necessary in how we do this.





Appendix 1:

Examples of initiatives with which we will align our efforts (current in 2022-23)

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|---|
| National Strategy to Prevent and Respond to Child Sexual Abuse (NAP) action 6 and 16: National Awareness Campaign (National Office for Child Safety, NOCS) |
| NAP action 8: Disclosure for Aboriginal and Torres Strait Islander victims and survivors (NIAA) |
| NAP action 8: Healing approaches for Aboriginal and Torres Strait Islander victims and survivors (NIAA) |
| NAP action 9: Enhance legislative protections for vulnerable witnesses (Attorney-General's Department) |
| NAP action 11: Share opportunities to improve child witness interviewing (Australian Federal Police, AFP) |
| NAP action 13: National Standards for responding to, supporting and safeguarding children with HSB (Australian Government) |
| NAP action 14: Setting up a National Clinical Framework (Australian Government) |
| NAP action 15: Increasing workforce capability for preventing and responding to children with HSB (Department of Education, Skills and Employment) |
| NAP action 16: Building community understanding of HSB to reduce stigma (ACCCE) |
| NAP action 24: Nationally Consistent Data Set (AIHW) |
| NAP action 23: Child Safety Research Agenda (NOCS or Australian Institute of Criminology, AIC) |
| NAP action 24: Nationally Consistent Data Set (Australian Institute of Health and Welfare, AIHW) |
| NAP action 27: Evaluation National Principles for Child Safe Organisations (NOCS) |
| NAP action 28: Wave 2 Australian Child Maltreatment Study (NOCS) |
| NAP action 29: Scoping Study Australian Child Wellbeing Data Asset (AIHW) |
| eSafety Strategy (eSafety Commissioner) |
| Australian Centre to Counter Child Exploitation (ACCCE) Strategic Plan 2022-2026 (ACCCE) |
| Safe and Supported – National Plan for Protecting Australia's Children: Focus area 3 and 4, 2021-31 (Department of Social Services, DSS) |
| National Agreement on Closing the Gap (National Indigenous Australians Agency, NIAA) |
| \$37.7 million for early intervention, child specialist therapeutic services and community resources in New South Wales (NSW) |
| \$14.3 million for an integrated specialist therapeutic service in NSW |
| The Victorian (Vic) PROTECT portal provides resources related to supporting victims and survivors for teachers (Department of Education and Training Victoria) |
| Queensland Department of Education has strengthened its teacher screening, recruitment and performance review processes for all staff working with children and young people including teachers |
| National Mental Health and Suicide Prevention Plan (Australian Government) |
| Vision 2030 National Mental Health Commission mental health reforms (Australian Government) |
| ACCCE Strategic Plan 2022-2026 (ACCCE) |

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| \$28.3 million to deliver the NSW Child Sexual Offence Evidence Program (Department of Communities and Justice NSW) |
| Establishment of therapeutic and trauma-informed services throughout South Australia's out-of-home care clinics |
| National Redress Scheme supported by every state and territory government |
| Complaint Handling Guide supporting implementation of the National Principles for Child Safe Organisations (Australian Government) |
| \$2.1 million for a worker register to better protect children in intensive therapeutic care in NSW |
| \$3.7 million to implement the expansion of mandatory reporting of child sexual abuse in Western Australia (WA) |
| National Aboriginal and Torres Strait Islander Health Plan 2021-30 (Australian Government) |
| National Workforce Strategy (Australian Government) |
| \$14.8 million to expand outreach for Aboriginal people and people from culturally and linguistically diverse communities in NSW |
| Improved Out of Home Care checks and regulations including in Tasmania (through the Tasmanian Out-of-Home Care Standards) and NSW |
| Detention centre reforms and funding to support the safety of children in states, including NSW and Tasmania |
| Northern Territory (NT) professional development programs for frontline youth justice officers, child protection practitioners, and public housing safety officers (Department of Territory Families, Housing and Communities) |
| The NT Domestic, Family and Sexual Violence Workforce and Sector Development Plan, which will build capacity of the sector (Department of Territory Families, Housing and Communities) |
| \$16 million funding over four years was provided by the Victorian Government to expand Keep Embracing Your Success (KEYS). It is an intensive, trauma-informed, multidisciplinary transition model of residential care and brings together the mental health and care service systems to provide young people who have complex emotional and behavioural needs with a range of therapeutic interventions (Department of Families, Fairness and Housing, Victoria) |
| The Queensland Government invests \$3.4 million annually, to provide child sexual abuse counselling to children within the statutory system |
| Establishment of another South Australian Child Protection Service, which will provide specialist assessment and therapeutic services to children and young people from birth to 18 years and their families where there are concerns about child abuse, psychological maltreatment or neglect |
| Nation-wide harmful sexual behaviour initiatives developed in response to the Royal Commission |
| Australian Centre for Child Protection Western Australia developed the 'Framework for Understanding and Guiding Responses to Harmful Sexual Behaviours in Children and Young People' |
| \$2 million over two years provided to the Western Australian Centre for the Pursuit of Excellence in Responding to Child Abuse and Neglect to improve state-wide responses to harmful sexual behaviours |



The National Centre respectfully acknowledges and celebrates the many Traditional Owners of the lands throughout Australia and pay our respects to ancestors of this country and Elders past and present. We recognise that Aboriginal and Torres Strait Islander communities, culture and lore have existed within Australia continuously for 65,000 years.

We acknowledge the ongoing leadership of Aboriginal and Torres Strait Islander communities across Australia and those who have and continue to work tirelessly to address inequalities and improve Aboriginal and Torres Strait Islander justice outcomes for children and young people. The National Centre is committed to ensuring that the voices of those whose lives are affected by the decisions governments make should fundamentally inform those decisions. First Nations voices must be heard, raised and amplified through a Voice to Parliament. It is time for genuine and significant reform to progress healing through the Uluru Statement from the Heart.

We seek to honour the lived expertise of all survivors of child sexual abuse, harnessing all ages, cultures, abilities and backgrounds, and commit to substantially addressing the harm of child sexual abuse, now and well into the future. We recognise that there are children and young people today who are experiencing sexual abuse and dedicate ourselves to doing all we can to promote their effective protection and care.

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