



**KIDSAFE VICTORIA**

# Strategic Plan

**2021-2024**



**Our goal is to halve the  
number of preventable  
child deaths in 2020/21  
by 2024**



# OUR STRATEGY

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## OUR VISION

A safer world for kids at home, on the go and during play



## OUR PURPOSE

To empower families to avoid preventable child injury and death

## OUR ULTIMATE GOAL FOR 2024

To halve the number of preventable child deaths and trauma in Victoria

## OUR IMPACT GOALS



Families and professionals are informed, supported and equipped



Coordinated, whole-of-sector approach whereby priority and emerging issues are understood

## OUR TEAM AND ORGANISATIONAL GOALS



Skilled team and culture of inclusion and excellence



Respected, valued and sought after partner and brand



Strong foundations to sustain growth and resourcing to meet the need at hand



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# OUR STRATEGIC CONTEXT

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We have developed this draft with an eye to the key trends and changes in the external environment, and in alignment with our role and strengths. Some of the key contextual factors are outlined below.



## **Our society is changing rapidly and in wide-ranging ways.**

From technological developments, local and global movements, the race against climate change and the COVID19 pandemic, it is evident we are in a period of change, disruption and questioning the status quo. We are committed to evolving our business in line with societal changes to build resilience and embrace change in order to keep our communities informed and educated.



## **The COVID-19 pandemic has impacted our lives and communities forever.**

Over the last 15 months, COVID-19 has changed our world drastically. Some people have lost their lives, jobs and opportunities to connect with others. In Australia, there was a significant increase in working from home, regional migration and online shopping.



## **There are major movements in the public sector.**

In Victoria, we've seen structural change leading to the creation of the Department of Health and Department of Fairness, Families and Housing. Federally, implementation of the National Injury Prevention Strategy will commence shortly. Also, social policy is currently driven by Royal Commissions, including in family violence, mental health and aged care.



## **A devastating increase in preventable child deaths and trauma.**

In 2020, the number of preventable child deaths in Victoria skyrocketed, with more families and communities grieving the loss of loved ones. We believe that this increase is due to families lacking formal and informal support and access during the pandemic, in addition to stress and fatigue.

## **What does this mean for us?**

While we have experienced growth in recent years, the need for our work is even greater. Our new strategic plan is about Kidsafe Victoria stepping up to meet the need at hand. We will do this by increasing our direct engagement with parents and families, continuing to support and inform professionals, and coordinating and leading the sector. In addition, innovative thinking, a culture of excellence and inclusion, meaningful relationships, and social enterprise models will be core to our future success and sustainability.



# WE BELIEVE

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**...every child  
deserves a safe,  
happy active life.**



**...a healthy level of risk  
is acceptable for kids to  
grow and develop.**



**...injury is  
preventable, and  
prevention is better  
than cure.**



**...having a strong  
evidence base is  
non-negotiable.**



**...in the power of  
collaboration and  
partnerships.**



**...that everything we  
do must drive positive  
impact.**

# OUR THEORY OF CHANGE

## OUR ACTIVITIES



Identify emerging and priority issues.



Create and share resources.



Run awareness campaigns.



Deliver training and education programs.



Advocate for policy and legislative change.

## OUR OUTCOMES



Greater awareness knowledge and understanding.



Safer environments and products for children.



Policy and legislation for child safety,



Lasting safe and healthy behaviours.

## OUR IMPACT



Increased child safety through decreased injury,



... at home



... on the road



... at play



... in the water



... due to product



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# OUR STRATEGIC INITIATIVES

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# OUR STRATEGIC INITIATIVES

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## OUR IMPACT GOALS



### **Families and professionals are informed, supported and equipped**

Over the next three years, we will:

- Focus on first time parents and carers, and other priority population groups.
- Deliver child car restraint education and fitting services for the community, including the Safe Seats Safe Kids program.
- Develop and promote parent and carer e-learning tools.
- Run awareness campaigns with a strong focus on digital engagement.
- Explore and confirm co-location and collaboration opportunities in the Early Parenting Centres, with healthcare services and at other relevant sites.
- Refresh our e-learning tools for maternal and child health (MCH) nurses, and develop e-learning tools for early childhood services and education providers, local government and community organisations.
- Advance creative collaborations and models (e.g. subscription) for families and professionals to access our content.



### **Coordinated, whole-of-sector approach whereby priority and emerging issues are understood**

Over the next three years, we will:

- Continue to support and enhance our ambassador program and advisory committee.
- Collaborate with other Kidsafe organisations across Australia, including through licensing models and joint projects.
- Support a whole-of-government approach to child injury prevention, through evidence translation, committee participation, policy submissions and development, and being recognised as a trusted advisor.
- Collectively investigate opportunities for the sector to align to state, federal and global policies, such as the Sustainable Development Goals.
- Strengthen our cross-sector partnerships with retailers, manufacturers, universities and technologists.

# OUR STRATEGIC INITIATIVES...

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## OUR TEAM AND ORGANISATIONAL GOALS



### **Skilled team and culture of inclusion and excellence**

Over the next three years, we will:

- Invest in human resources and professional development so our growing team has the support, knowledge and skills required now and into the future.
- Continue to build and strengthen a culture of cohesion, collaboration and big picture thinking that drives quality and welcomes and supports people from all walks of life.
- Undertake leadership development and succession planning.
- Implement the findings of our 2020 board review and realising opportunities for the board and team to collaborate.



### **Respected, valued and sought after partner and brand**

Over the next three years, we will:

- Focus on sustainable sector and commercial collaboration including opportunities for mergers and/or acquisitions.
- Develop and roll out our new digital strategy with a focus on communicating the right message at the right time through the right channel.
- Action our marketing and communications plan, including strengthening our media relationships to be the 'go to' organisation.
- Communicate the devastating impact of child death, trauma and injury through empathetic storytelling and impact assessment.



### **Strong foundations to sustain growth and resourcing to meet the need at hand**

Over the next three years, we will:

- Stabilise and increase our core funding from government.
- Pilot and scale earned revenue opportunities (e.g. first aid training, subscription models) catalysed by philanthropic and other funding.
- Audit and update our digital systems and physical infrastructure.
- Review our policies and processes in light of recent and forecast changes.

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# OUR STRATEGIC INDICATORS

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# OUR STRATEGIC INDICATORS

## OUR IMPACT GOALS



**Families and professionals are informed, supported and equipped**



# of preventable child deaths



# of children 0-5 treated in hospital due to unintentional injury



# of child restraint fittings



# of paid and free subscriptions



**Coordinated, whole-of-sector approach whereby priority and emerging issues are understood**



# of and feedback from ambassadors



# of positive state or federal policy and legislative change we influence



# of joint projects, submissions and campaigns



# of government-appointed committees we sit on



# OUR STRATEGIC INDICATORS

## OUR TEAM AND ORGANISATIONAL GOALS



### Skilled team and culture of inclusion and excellence



Retention rate



Level of staff and board satisfaction



### Respected, valued and sought after partner and brand



# of formal partnerships



Feedback from partners



# of website visitors



Media presence



### Strong foundations to sustain growth and resourcing to meet the need at hand



\$ revenue annually



% of income that is earned revenue



Status of policies, systems and audit

# CHILD INJURY STATISTICS

Injury is the leading cause of death for Australian children aged 1-14 years – more Australian children die as a result of injury than from cancer and asthma combined.

In Australia, every year:

OVER  
**170**  
CHILDREN  
**DIE**

OVER  
**60,000**  
CHILDREN ARE  
ADMITTED TO  
HOSPITAL FOR  
TREATMENT DUE TO  
AN UNINTENTIONAL  
INJURY

MANY MORE  
ARE TREATED  
IN HOSPITAL  
EMERGENCY  
DEPARTMENTS

In Victoria, in 2020

APPROX  
**29**  
CHILDREN  
**DIED**

OVER  
**110,000**  
CHILDREN WERE  
TREATED IN  
HOSPITAL DUE TO  
AN UNINTENTIONAL  
INJURY

THE GOOD NEWS  
IS THAT CHILD

**INJURIES**

**CAN BE**

**PREVENTED!**







## MAJOR CAUSES OF CHILD INJURY

The major causes of death for children aged 0-4 years due to injury include:



### TRANSPORT (BOTH AS PASSENGERS AND PEDESTRIANS)



### DROWNING



### CHOKING/ SUFFOCATION

The major causes of injury resulting in hospital admission or emergency department presentations for children aged 0-4 years include:

- **FALLS**
- **HIT/STRUCK/CRUSH INJURIES**  
(E.G. TV AND FURNITURE TIP OVERS)
- **CUTTING/PIERCING**
- **POISONING**
- **FIRES/BURNS/SCALDS**
- **TRANSPORT**
- **CHOKING/SUFFOCATION**
- **DROWNING**



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