



**KIDSAFE VICTORIA**

# Strategic Plan

**2023–2026**



**Towards zero:  
our goal is to halve the  
number of preventable  
child deaths in 2022  
by 2026**



# Contents

Our strategy	4
Our strategic context	5
We believe – our values	7
Our theory of change	8
Our strategic initiatives	9
Our strategic indicators	13



# 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 2026

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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## OUR STRATEGIC CONTEXT

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We have refreshed our strategy in response to, and anticipation of, key trends and changes in the external environment, and to support our big picture ambition: towards zero preventable child deaths and trauma. Our strategy remains anchored to our impact agenda of a safer world for children, which we will deliver through a strong, sustainable Kidsafe Victoria. Strategic themes underpinning this refresh are outlined below.



### **The Nursery Equipment Program (NEP).**

The NEP provides us with another direct channel to support households who are traditionally harder to reach. We know that lack of access to information and safe equipment can place children at greater risk of injury or death. The NEP supports our strategic intent to focus our efforts on where there is the greatest need.

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### **Technology and Artificial Intelligence (AI) are essential to our evolution.**

AI is transforming our society at an unprecedented rate. Over the course of this plan, we will focus on upskilling in technology and embedding, where appropriate, AI throughout our organisation to increase our efficiency, streamline our general communications and enhance our business development processes.

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### **We want to foster a culture of diversity and inclusiveness as well as plan for our next generation of leadership.**

With a commitment to diversity and inclusion, lived experience and necessary technical expertise, we will seek to broaden the range of experiences at the leadership table. It is critical that we foster an inclusive culture throughout all levels of the organisation, which supports the attraction and retention of great talent to our team.

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# 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**

- Successfully implement the Nursery Equipment Program contract and secure additional funding for the Safe Seats Safe Kids Program.
- Deepen our engagement with at-risk and priority groups through multiple, meaningful touchpoints, with culturally aware and compassionate delivery.
- Automate and streamline our general, mainstream communications and engagement.
- Rollout online learning for maternal and child health nurses, early childhood education centres, community organisations, and parents and carers.
- Develop physical and AI based resources for Early Parenting Centres and the Kidsafe centre at the Monash Children's Hospital.



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

- Engage and collaborate with those that have direct access to, and knowledge of, the communities we are prioritising.
- Drive a whole-of-government approach to child injury prevention through evidence translation, committee participation, policy submissions and by being recognised as a trusted advisor.
- Strengthen and scale our cross-sector partnerships with retailers, manufacturers, universities and technologists.
- Identify and forecast emerging and future injury trends and risks such as climate change, AI, cost of living etc.
- Move beyond government engagement capability building to deep policy influence and legislative reform.

# OUR STRATEGIC INITIATIVES...

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## OUR TEAM AND ORGANISATIONAL GOALS



### Skilled team and culture of inclusion and excellence

- Develop succession plans for board and senior staff roles, including the development of a skills and experiences matrix.
  - Continue to invest in professional development and learning so that our team has the support, knowledge and skills required now and into the future.
  - Continue to build and strengthen a culture of inclusion, innovation, cohesion, collaboration and creative thinking.
  - Conduct at least one governance review and implement the findings.
  - Listen to our people, via formal and informal channels such as regular staff and Board surveys to benchmark, compare and continually improve staff experience.
  - Support knowledge transfer through the establishment of a knowledge bank and 'how to' guides.
  - Ensure our operating model is fit-for-purpose to support our business model and strategy.
  - Develop our Reconciliation Action Plan and undertake cultural safety and other appropriate training.
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### Respected, valued and sought after partner and brand

- Focus on communicating our unique brand value propositions to potential funders through the implementation of our sponsorship framework.
- Build on our digital strategy and drive its implementation.
- Continue to develop engaging and impactful content across the channels most relevant to our audience and build relevant relationships.
- Consistently evaluate our content and delivery channels to ensure we are maximising our reach and impact.
- Develop thought leadership with our Advisory Committee.
- Embed our storytelling strategy with lived experience at its centre.
- Create and implement a marketing and sales strategy.

## OUR STRATEGIC INITIATIVES...

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### OUR TEAM AND ORGANISATIONAL GOALS



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

- Stabilise, maintain and protect core government funding, while selectively pursuing tenders and grants.
- Prioritise, pilot and scale earned revenue initiatives.
- Seek trust and foundation support as needed to leverage the impact of existing and new programs.
- Invest in unified digital transformation across all programs and systems.
- Investigate long term options for fit-for-purpose physical premises.



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# OUR STRATEGIC INDICATORS

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## OUR STRATEGIC INDICATORS

Kidsafe Victoria is committed to implementing and monitoring this strategic plan using a range of indicators to evaluate progress and performance, ensuring we celebrate our success and learn from everything we do. These indicators will be refined through annual plans and will include performance against key results in our work and investment. We will continually reflect against our success criteria for outcomes outlined in this strategy.

### **Towards zero - By 2026, halve the number of preventable child deaths and trauma in 2022**



**# of preventable child deaths  
(and % change vs 2022)**



**# of children treated in hospital due to unintentional injury  
(and % change vs 2022)**

## OUR IMPACT GOALS



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



# NEP product installations



# of child restraint fittings



# of paid and free subscriptions



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



# of policy and legislative changes based on submissions/inputs



# of joint projects, submissions and campaigns

# OUR STRATEGIC INDICATORS

## OUR TEAM AND ORGANISATIONAL GOALS



### Skilled team and culture of inclusion and excellence



% staff satisfaction as measured by regular surveys



% Board satisfaction as measured by annual survey



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



% user journey engagement and conversions



# people reached through traditional and social media



# of multi-year sponsors



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



% of revenue that is untied funding, including earned revenue and untied from other sources



# of months of operations that our net equity position covers



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