



Strategic Plan 2025–27

Supporting the safe delivery
of social services

Our Vision



Social services are **safe and treat people with agency and dignity**

Our Purpose and Principles



Effective



Fair



Proportionate



Clear



Inclusive



Accountable



Collaborative

Our Outcomes

The safety of social services users is at the centre of social services delivery

Descriptors of success:

- ✓ Service providers and carers who pose an unacceptable risk to service users are excluded from service
- ✓ Service user feedback and service provider notifications inform our regulatory response
- ✓ Aboriginal service users feel safe and respected
- ✓ Personal characteristics of service users are considered and respected
- ✓ Service user information is appropriately collected, used, shared and protected

Service providers understand their obligations and deliver safe services

Descriptors of success:

- ✓ Providers understand the Social Services Standards and the Child Safe Standards and their compliance obligations
- ✓ Providers integrate meeting the Standards into their operations
- ✓ Providers comply with their obligations under the Worker and Carer Exclusion Scheme
- ✓ Service providers report that public guidance and education is accessible and useful
- ✓ Service providers continuously improve their services to reduce avoidable harm

A responsive, proactive and connected regulator

Descriptors of success:

- ✓ Continuous improvement of guidance and communications to ensure they are effective, consistent and accessible and respond to sector feedback
- ✓ A proactive approach to compliance monitoring that includes working with peer regulators and agencies
- ✓ Effective analysis of intelligence and information sharing with relevant agencies to achieve a connected and integrated view

Strengthened and more streamlined regulation

Descriptors of success:

- ✓ Enforcement actions are proportionate and based on risk
- ✓ A regulatory approach informed by intelligence and analysis
- ✓ Duplication and efficiencies are identified to reduce regulatory burden
- ✓ Right tools, people and processes are applied at the right time

Our Strategic Focus Areas

Regulatory approach

- 1 Embed a risk-based regulatory framework in our regulatory activities
- 2 Support a culture of continuous improvement across the sectors, standards and schemes we regulate
- 3 Implement the Government's child safety reform program
- 4 Capture, analyse and use data, information and intelligence to inform activity and improvements
- 5 Review and adjust regulatory approach based on first three years of operation

Peer regulation

- 1 Build and strengthen peer regulator relationships
- 2 Identify and work with key peer regulators to map the social services regulatory landscape
- 3 Proactively share information to reduce harm and decrease regulatory burden and duplication
- 4 Work with peer regulators to ensure service users are connected to support when they need it
- 5 Work with co-regulators to promote and enforce Child Safe Standards

Engagement with service users, providers and stakeholders

- 1 Proactively engage with and consider the needs of the diverse stakeholders who access, provide and interact with the social services we regulate
- 2 Increase awareness of the role of the Regulator
- 3 Develop sector specific engagement strategies and guidance that supports compliance
- 4 Actively seek the advice and perspectives of Aboriginal people on cultural safety and self-determination

Our people

- 1 Foster a workplace culture that prioritises learning, continuous improvement and staff wellbeing
- 2 Support our people to use their expertise and experience effectively and invest in their capability
- 3 Ensure our people have the role clarity and resources to do their jobs well
- 4 Ensure our people have awareness of cultural safety and regulate in a way that recognises the strengths and resilience of Aboriginal people

Business systems and processes

- 1 Enable risk-based decision making through effective collection, analysis and reporting of information
- 2 Streamline systems and processes to reduce administrative burden and duplication with a focus on registration and incident reporting
- 3 Continually implement protocols to protect our systems and information
- 4 Efficiently manage our budget to meet our statutory obligations and regulatory outcomes

Accountability and transparency

- 1 Build confidence in independence of the Regulator
- 2 Promote our role and impact to stakeholders, duty holders and the community
- 3 Seek and act where appropriate on feedback from stakeholders and regulated entities
- 4 Deliver on government expectations
- 5 Meet compliance and reporting obligations



**Social
Services
Regulator**