

Stakeholder Engagement Strategy

Our approach to listening, engaging and learning from stakeholders

Draft for Consultation



Child Safety Reform
Implementation Monitor
TASMANIA



Contents

Acknowledgements	3
1. Purpose of this Strategy	4
2. About the OIM.....	4
3. Why we engage	5
4. How engagement supports our work	7
5. Who we engage with	7
6. Our commitments	9
7. How we engage	10
8. Independence and being open to what we hear	12
9. Safeguards and support	12
10. What happens to what you tell us	13
11. Closing the loop	14
12. What you can contact us about	14
13. Working together.....	14
14. Managing risks.....	15
15. An evolving picture	15



Acknowledgements

We acknowledge all victim-survivors of child sexual abuse, including those who have experienced harm in institutional settings, and remember those who are no longer with us. We honour your experiences and pay tribute to your strength and resilience.

We acknowledge and pay our respects to the Tasmanian Aboriginal people, the original and continuing custodians of the lands, seas, waterways and skies of Lutruwita/Tasmania.

We recognise our shared responsibility to deliver the changes needed to safeguard all children and young people, today and for generations to come.

We are grateful to everyone who has engaged with the Office of the Implementation Monitor. We thank you for sharing your time, knowledge and experiences, and for the trust you place in this work.

We approach this important work with commitment, compassion and hope, striving for a future where all children in Tasmania are safe, valued and protected.



1. Purpose of this Strategy

The Office of the Child Safety Reform Implementation Monitor (OIM) independently monitors how the Tasmanian Government is implementing child safety reforms recommended by inquiries and reviews within the Implementation Monitor's remit. We track progress, assess the evidence, evaluate whether reforms are working, and report to the Tasmanian Parliament and the community.

We listen to the experience and perspectives of victim-survivors, children and young people, Tasmanian Aboriginal people and organisations, community and non-government organisations, and the broader Tasmanian community to help us understand whether reforms are working in practice.

Government agencies are responsible for implementing the reforms. The Implementation Monitor's role is to oversee that work, not to do it.

This Strategy explains how we engage with people and organisations across Tasmania, why it is essential to our work, what people can expect from us, and what happens to the information they share.

It is a public document. It is supported by internal guidance and tools that set out how we put these commitments into practice.

This Strategy will be reviewed every two years.

2. About the OIM

The Office of the Child Safety Reform Implementation Monitor was established by the *Child Safety Reform Implementation Monitor Act 2024* (the Act). The Implementation Monitor, **Robert Benjamin AM KC**, is appointed for a fixed five-year term, and funding for the position is reserved by law and independently administered. These arrangements help protect the Monitor's independence.

The Implementation Monitor is independent of Government and reports to the Tasmanian Parliament. The Monitor's work and reports are publicly available, supporting public scrutiny, transparency and accountability for child safety reform.

The Implementation Monitor oversees the Tasmanian Government's implementation of recommendations from the following inquiries and reviews:

- Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings



- Royal Commission into Institutional Responses to Child Sexual Abuse – limited to recommendations accepted by the Tasmanian Government that had not been implemented when section 12 of the Act commenced
- Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse
- Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources
- Weiss Independent Review into Paul Reynolds
- Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (the Woolcott Review) – limited to recommendations the Tasmanian Government supported, supported in principle, or supported in part

The Implementation Monitor may also undertake independent evaluations of the effectiveness of reform measures.

3. Why we engage

The Act requires us to engage

Under the Act, the Implementation Monitor must engage with victim-survivors and advocates, children and young people, peak sexual assault services, and the special reform units and advisory groups established within relevant Tasmanian Government agencies.

Engagement is a legislated part of the Implementation Monitor's role and an important source of evidence about how reforms are experienced in practice.

What we mean by engagement

In this Strategy, engagement means the different ways we listen to people, learn from their experiences and knowledge, gather information and evidence, and work with people and organisations to inform our work. It can range from an ongoing relationship or conversation with one person to a more structured process, such as a survey, roundtable or written submission. Different approaches have different purposes. Section 7 (How we engage) explains these approaches and what people can influence.

Plans, policies, progress reports and implementation documents are important evidence. They do not tell the whole story.



Listening to people helps us understand what is happening in practice. It tells us where reforms are making a difference, where they are not, and where they may be having unintended effects. It gives us the knowledge, experiences and perspectives of the people reform is meant to serve (children and young people, victim-survivors, families and communities) and of the people who deliver it.

Most importantly, the experiences, knowledge and perspectives people share are evidence in their own right. People with lived experience know things about how reform is working, and what they share helps shape what we look at and what we conclude.

Engagement also helps us check reported progress against what people experience in practice. If agency reporting says a change is embedded and the people affected by that change have not noticed it, that gap is itself evidence. Finding those gaps is central to our work.

What we want engagement to achieve

1. OIM priorities and assessments are informed by a broad and credible range of evidence.
2. Children, young people, victim-survivors and Tasmanian Aboriginal people can see how their contributions have influenced the OIM's work.
3. Tasmanian Aboriginal people's knowledge and perspectives help shape how we oversee reform, and our relationships and work with Aboriginal people is culturally safe.
4. Emerging risks, unintended consequences and gaps in reform are identified early.
5. Agencies and oversight bodies understand the OIM's expectations and provide relevant, timely information to inform the OIM's work.
6. Parliament and the community have greater visibility of reform progress and effectiveness.
7. Participants experience their interactions with the OIM as safe, respectful, worthwhile and appropriately supported.
8. Tasmanians can see that reform is being independently monitored and publicly reported on, supporting transparency and accountability.



4. How engagement supports our work

Engagement informs three key streams of our work.

Monitoring: Tracking progress against individual recommendations over time, using the indicators in our Implementation Framework. Listening to people and learning from their experiences helps us understand whether reported progress reflects what people are experiencing in practice.

Appraisal: Gathering and assessing evidence to determine whether the implementation of recommendations is genuinely progressing. Listening to people and considering their perspectives helps us look beyond agency reporting.

Evaluation: A deeper dive into a reform, using different sources of evidence to understand how well it is working and what difference it is making. What we hear from people helps us identify areas to focus on and understand the experiences of the people affected.

Information shared with us is not used on its own. It is considered alongside agency reporting, data, documents and other evidence.

5. Who we engage with

We work with a wide range of people and organisations whose experiences, knowledge and perspectives can help inform our work. The people and organisations we connect with will vary depending on the issue and the type of work we are doing.

Many people identify with, or have roles across, more than one group. This is particularly important to recognise when working with people with lived experience and Aboriginal people.

The people and organisations we work with include:

Children and young people: Children and young people from across Tasmania, with different backgrounds, identities, abilities and experiences. This includes children and young people living with disability, children in care and children involved in the youth justice system.

Victim-survivors and their advocates: People with lived experience of child sexual abuse in institutional and other settings, including people who gave evidence to the Commission of Inquiry, former detainees of the Ashley Youth Detention Centre, and people who may have never told anyone before.



Tasmanian Aboriginal people and organisations: Aboriginal community-controlled organisations, services, leaders, families and young people, as well as relevant specialist units within government. We respect the role of Aboriginal community-controlled organisations and take the lead from Aboriginal people about how, where and with whom conversations occur and relationships are built. We aim to work in culturally safe and appropriate ways.

Government agencies: The agencies and reform units responsible for implementing recommendations, including their executives, reform teams and the people doing the work.

The frontline workforce: Child safety workers, youth justice workers, teachers, health staff, police, social workers and out-of-home care staff who deliver reforms in daily practice, and the managers who support them.

Specialist services: Organisations providing specialist services in areas relevant to child safety reform, including sexual assault, family and sexual violence, out-of-home care, education, health, disability, youth and youth justice.

Community organisations and networks: Community organisations, networks and peak bodies that support, represent or connect people across Tasmania and can help us understand how child safety reforms are working in practice.

Independent oversight bodies: Regulators, commissioners and integrity bodies with relevant information and powers.

Parliament: Members of Parliament, Ministers and committees involved in scrutiny and accountability.

Researchers, experts and other organisations: Researchers, evaluators, data custodians, professional associations, unions, councils and other organisations with relevant knowledge or expertise.

The broader Tasmanian community: People across Tasmania who have an interest in child safety reform or whose experiences and perspectives can help us understand how reforms are working in practice.

Seeking out the voices we might otherwise miss

As a small office, we will often work through established groups and organisations to reach people. This means we are more likely to hear from people who are already connected to services or advisory mechanisms, and we may not hear from people in regional and remote communities, people who have never approached a service, people from culturally and linguistically diverse backgrounds, people with disability,



LGBTQIA+ children and young people, people with communication or literacy barriers, and families and carers.

We commit to seeking diverse and intersectional perspectives within every stakeholder group, to offering more than one way to reach us, and to going out to find the gaps rather than waiting for them to present themselves.

6. Our commitments

These eight commitments guide how we plan engagement, work with people and handle the information they share.



Safety comes first. We plan engagement carefully and work to avoid causing further harm. Where risks cannot be adequately managed, we do not proceed with the engagement.

We listen with respect. We value people's experience, knowledge and time, and we come prepared.

We respect culture and identity. We work in culturally safe and respectful ways, take the lead from Tasmanian Aboriginal people and organisations about how and where conversations happen and relationships are built, and recognise that people have different identities, backgrounds and experiences. We understand that people may identify with more than one community or priority population, and we consider how to make our interactions safe, accessible and appropriate for each person.



Taking part is a choice. Participation is voluntary. People can decline to take part, answer some questions and not others, or stop at any time. People can correct information they have shared and, where possible, ask us to withdraw it. We explain upfront when this is no longer possible, for example once information has been combined with other evidence or used in a published report.

We explain the purpose. People will know why we are asking, what they can inform, how their information may be used and any limits on what we can do.

We make engagement accessible. We use clear language, offer different ways to take part, and provide the supports people need to participate.

We remain independent. We listen to different views and consider the evidence shared with us, while reaching our own findings.

We close the loop. We tell people what we heard and how their input informed our work. We welcome feedback about how we engage and use it to learn and improve our approach. Where we cannot act on something, or reach a different conclusion, we explain why.

7. How we engage

The way we work with people and organisations depends on the purpose of the work and what is appropriate for those involved. Sometimes this involves an ongoing relationship or conversation. At other times, it may involve a more structured process, such as a survey, roundtable or written submission. A conversation with one person can be as valuable as a survey of hundreds.

We want to build relationships over time, listen to different perspectives and make it easier for people to share their experiences and knowledge in ways that work for them.

We use a range of approaches, including face-to-face and online meetings; facilitated group discussions and roundtables; surveys; written submissions; briefings and presentations; events and site visits. We also review data held by others. We are open to other ways of connecting with people, particularly those whose perspectives we may not have heard.

Where people with lived experience are involved, we work wherever possible through established groups and programs run by organisations with the expertise and wrap-around supports to work safely. This can help protect participants and reduce consultation fatigue. It is not the only way we work with people, and we will also provide supported pathways for those who are not part of an established group.



Each approach has a different purpose. When we ask for your time, we will explain why we are seeking your input, how it will be used, and what you can influence. The right approach depends on the purpose of the work and the people involved, and a single piece of work may involve more than one.

Approach	What this involves	What people can influence
Inform	We share information with you.	You can ask questions or respond, but we are not seeking your input to shape a particular decision.
Listen	We ask about your experiences, knowledge and perspectives, in your own words.	What we look at, the evidence we consider and our understanding of how reforms are working in practice.
Gather	We ask for factual information, data or documents as evidence.	The information and evidence we consider when forming our views.
Consult	We seek your views on a defined question or issue.	Our understanding of the issue, the questions we consider and how we interpret the evidence.
Test	We seek your feedback on emerging findings, draft indicators or appraisal themes.	What we have missed, where we need to look more closely and how clearly we explain our findings.
Collaborate	We work with you on the design of a process or approach.	How the process or approach is designed and run, including who we work with and what we ask.

Evidence gathering and information we ask others to provide

Listening to and working with people is one part of how we gather evidence. We also review documents and data, carry out our own research and analysis, and ask agencies and other organisations to provide information, data or research.

This helps us understand how reforms are being implemented and whether they are making a difference in practice. When we ask you to provide information, we will explain what we need, why we need it and how it will be used.



8. Independence and being open to what we hear

When you share your experiences, knowledge or perspectives with us, we will listen, take what you share seriously and consider it alongside everything else we know. What you tell us can influence what we look at, the evidence we consider and, where the evidence supports it, our assessments or conclusions.

The Implementation Monitor is independent. This means the Monitor makes independent assessments and findings based on the evidence available. Agencies and stakeholders cannot direct or negotiate the Monitor's assessments, findings or reports. However, independence does not mean views are fixed. Relevant new evidence may lead the Implementation Monitor to reconsider or change an assessment.

We will explain our reasoning where we can, including when we reach a conclusion that differs from the views people have shared with us. We recognise that people may disagree with our conclusions, and we will seek to explain our decisions clearly, while respecting other views and maintaining the relationship. We will do this while respecting confidentiality and protecting information that cannot be appropriately shared.

The Implementation Monitor's appraisals, findings, conclusions and reports to Parliament are made independently and are not subject to agency or stakeholder agreement. The OIM will listen carefully, consider the evidence, explain the reasons for decisions and acknowledge when the evidence has led to a change in view. Engagement does not place responsibility for achieving change on those who have been harmed.

9. Safeguards and support

People who engage with us can expect the following safeguards and support.

Information and choice

- Clear information before people agree to take part, including what we are seeking and how their information will be used.
- Their ability to stop participating at any time and, where possible, withdraw information they have shared.
- For children and young people, age-appropriate information, agreement, the involvement of a trusted support person and, where appropriate, the involvement of a parent, guardian or carer, including their consent where required.



Practical support and accessibility

- Consideration of support needs and access to appropriate support before, during and after engagement, where available through the facilitating organisation or other appropriate support pathways.
- Preparation materials in advance and follow-up afterwards.
- Accessible information, communication supports and other adjustments to help people participate.
- Payment and/or reimbursement of expenses, as agreed, taking into account the nature of the engagement and the circumstances of participation.

Privacy and accountability

- Privacy, secure handling of information and clear advice about any limits to confidentiality.
- A clear way to give feedback, raise a concern or make a complaint about an engagement experience.

10. What happens to what you tell us

We record what we hear, consider it alongside other evidence, and use it to inform our monitoring, appraisal, evaluation and reporting.

What you share may help us test government reporting, identify a gap, decide where closer attention is needed, choose an evaluation topic, or understand whether a reform is working in practice.

We will consider what people tell us alongside other evidence. This does not mean that every view or suggestion will be adopted, but the information shared with us may inform our work. The Implementation Monitor remains responsible for making independent findings and decisions.

Privacy and the limits of confidentiality

We protect your privacy. We keep what you tell us private and confidential wherever possible and store it securely. We do not publish identifying information without your express consent.

Where appropriate, we may seek consent to use anonymised examples to help support our evaluations. We take particular care when using anonymised information, given the size and connected nature of Tasmania's communities.



There are some limits to confidentiality. In some situations, we may need to share information with others to protect someone's safety (for example, if we have reason to believe a child or another person is at risk of harm) or to meet a legal obligation. We will explain these limits before you share anything, so you can decide what you are comfortable telling us.

11. Closing the loop

After you have shared your views with us, we will explain what we heard and, where relevant, how it informed our work. The way we provide feedback will depend on the type of engagement. We also welcome feedback about people's experience of engaging with us, so we can learn and improve our approach.

We keep records of our engagement and report annually on how stakeholder input has informed our work.

Where we cannot act on what someone has told us because it sits outside our role, or where we reach a different conclusion, we will explain why as far as we can, while respecting confidentiality and protecting information that cannot be shared.

12. What you can contact us about

The OIM monitors and reports on how the Tasmanian Government is implementing child safety reforms. You are welcome to contact us to share your experience of these reforms, tell us how you think they are working in practice, or ask how you can be involved in our work.

There are some things the OIM does not do. We do not investigate individual complaints, provide counselling or make decisions on behalf of Government agencies. Although we may not be able to resolve an individual matter, what you share may still help us understand how reforms are working in practice. If you contact us about something outside our role, we will explain this and, where appropriate, help you find where you can seek further assistance.

13. Working together

Engagement is a whole-of-office responsibility. The Implementation Monitor engages personally with victim-survivors, children and young people, and Tasmanian Aboriginal people and their Elders.

Every member of the OIM team is responsible for engaging respectfully, consistently and safely, and for appropriately recording and handling information arising from engagement.



We want to build constructive, respectful relationships with the people and organisations we work with. We encourage people who take part to share what they can, as openly and honestly as they feel able; to tell us what support or adjustments they need; and to let us know if something they have told us needs correcting, or if they want to stop participating. We ask agencies and other organisations to give us accurate and timely information when we ask for it, and to engage openly with us.

14. Managing risks

We recognise that engagement carries risks. It may feel tokenistic, rely too heavily on the same people and organisations, or cause consultation fatigue or distress. People may also expect the OIM to do more than its role allows. Other risks include breaches of confidentiality, disruption to trusted relationships when staff change, and concerns about whether our independence is being maintained.

We manage these risks by planning engagement carefully, listening to feedback and regularly reviewing whether our approach remains safe, meaningful and inclusive. If we find that something is not working, we will change how we engage.

We also remain open to new information that raises concerns about reform implementation. Where credible new information warrants it, we can revisit our assessment of implementation progress and explain any change in our position.

15. An evolving picture

Through Recommendation 22.1 of the Commission of Inquiry, the OIM has a ten-year horizon and a critical role in overseeing the long-term effectiveness of Tasmania's child safety reforms. In 2026, we are still establishing our approach and relationships.

Setting strong foundations in these early years matters, because this work is designed to last. Through 2027 and beyond, we aim to build relationships with a wider range of people and organisations, strengthen existing connections and show more clearly how what we hear and learn informs our work.

Some relationships will take years to build. We will work hard to build trust and maintain meaningful, long-term relationships. Through safe and meaningful engagement, we aim to strengthen our oversight and support accountability for reforms intended to make children and young people safer.



Contact us

We welcome feedback, questions and enquiries about our work and how you can be involved.

Office of the Child Safety Reform Implementation Monitor

Email: oimcontact@oim.tas.gov.au

Website: www.oim.tas.gov.au



Child Safety Reform
Implementation Monitor
TASMANIA

oim.tas.gov.au