



Department of Children  
 Youth Justice and  
 Multicultural Affairs

# Strategic Plan 2022–2026

**Our vision** is Queensland’s children, young people, and families are safe, thriving, and empowered in their culture and communities.

**Our department** works to keep children, young people, and their families safe and connected to their culture and communities.

**The agency supports the government’s objectives for the community:**

**Good jobs:** Good, secure jobs in our traditional and emerging industries

**Better services:** Deliver even better services right across Queensland

**Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow



**Keeping Queenslanders safe:** We strive to deliver continuous services across all regions to ensure the health and wellbeing of our staff, and safety and wellbeing of children, young people, families and communities.



**Supporting jobs:** We provide funding to non-government service providers and Aboriginal and Torres Strait Islander organisations, and work across government agencies to support jobs and job pathways contributing to the diversification of the Queensland economy.



**Growing our regions:** We provide funding to regional non- government service providers and Aboriginal and Torres Strait Islander organisations, and work with local governments to welcome and attract people, talent, investment and economic prosperity to regions.



**Investing in skills:** We fund programs and service initiatives providing skill development and training opportunities to children and young people in our care and in the youth justice system. We work with other agencies to create opportunities for migrants and refugees to fully utilise their skills and experience.



**Backing our frontline services:** We deliver culturally safe and responsive frontline services in child protection and youth justice, and contribute to community safety and wellbeing.



**Connecting Queensland:** We provide services that improve social outcomes and greater social inclusion for our staff and children, young people, families and communities.



**Honouring and embracing our rich and ancient cultural history:** We respect self-determination for Aboriginal and Torres Strait Islander families to safely care for their children and young people. We support Aboriginal and Torres Strait Islander communities with services that are accessible, culturally respectful and safe to help children, young people and families thrive.

*We recognise the diverse background of all our clients, and acknowledge and learn from their cultural authority. We respect self-determination of Aboriginal and Torres Strait Islander peoples and acknowledge the cultural and spiritual connection Aboriginal and Torres Strait Islander peoples have with the land and sea. We will strengthen our cultural capability to better support all Queenslanders to develop and maintain cultural identity and connections, supporting and promoting mutual respect and fair treatment for all.*

*We strive to be responsive and respectful, prioritising the wellbeing of children, young people and their families and meeting their needs. We support, facilitate and work alongside community organisations, other government agencies and businesses, enabling Queenslanders to thrive in culture, on Country, and in communities.*

*We work to empower children, young people, families, carers and communities and promote self-determination. We will provide the best possible customer service, commit to develop child safe and inclusive organisations, and ensure human rights considerations are core to our organisation’s operations and culture.*



# Our objectives and strategies

**Children**

1. Support families, and enable the safety and wellbeing of children, especially those in or leaving care.
2. Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system.

**These objectives contribute to:**

- Keeping Queenslanders safe
- Supporting jobs
- Growing our regions
- Investing in skills
- Backing our frontline services
- Connecting Queensland
- Honouring and embracing our rich and ancient cultural history.

**Our strategy — We will:**

- continue active efforts to embed the Aboriginal and Torres Strait Islander Child Placement Principle in everything we do
- work with our partners to ensure that our assessments, court processes and supports prioritise child wellbeing and family reunification
- work with parents, families, carers, and communities to promote health and wellbeing outcomes, especially for children in care
- work with parents, families, and carers to support kin to care for children
- expand the Aboriginal and Torres Strait Islander services sector in the delivery of family support and placement services, and delegate additional authorities to ensure Aboriginal and Torres Strait Islander peoples and organisations have the choice and control over decisions affecting their children.

**Our performance indicators**

- Reduction in the rate of child abuse and neglect.
- Improved outcomes for vulnerable young people, and children in or at risk of entering the child protection system.
- Reduction in the disproportionate rate of representation of Aboriginal and Torres Strait Islander children in the child protection system.
- Reduction in the proportion of children in residential care.
- Increased proportion of children in kinship care.

**Youth Justice**

1. Reduce recidivism by holding children and young people to account for their offending behaviour and ensuring youth justice supervision focuses on improving social, economic and civic participation, and cultural connection.
2. Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children and young people in the youth justice system.

**These objectives contribute to:**

- Keeping Queenslanders safe
- Supporting jobs
- Growing our regions
- Investing in skills
- Backing our frontline services
- Connecting Queensland
- Honouring and embracing our rich and ancient cultural history.

**Our strategy — We will:**

- support young people to be accountable for their behaviour.
- work with other agencies to link young people and their families to wellbeing, health, education, cultural and pro-social services
- focus on underlying issues that lead to offending behaviour, and deliver evidence-based interventions and programs for young people who are repeat offenders
- support young people to transition back into the community by connecting them to appropriate and relevant community organisations, programs and services
- support victims of youth crime to participate in justice processes.

**Our performance indicators**

- Reduction in the rate of youth re-offending.
- Reduction in the disproportionate rate of representation of Aboriginal and Torres Strait Islander young peoples in the youth justice system.

**Multicultural Affairs**

Implement, influence and invest in equitable, accessible and inclusive policies, programs and services that support and empower Queenslanders from culturally and linguistically diverse backgrounds to participate in, benefit from and contribute to the economy and the community.

**This objective contributes to:**

- Keeping Queenslanders safe
- Investing in skills
- Growing our regions
- Supporting jobs
- Backing our frontline services
- Connecting Queensland.

**Our strategy — We will:**

- work with communities, sector and industry partners and Government agencies to influence, facilitate and promote efforts to build welcome, belonging and economic and social inclusion of people from migrant, refugee, asylum seeker backgrounds and Australian South Sea Islander peoples
- lead by example across the Queensland public sector in supporting diversity and inclusion through leveraging and cultivating stakeholder relationships supporting fair and accessible opportunities, pathways and services for all.

**Our performance indicators**

- Increased proportion of Queensland Government stakeholders satisfied with the advice and support relating to multicultural issues, that supports them to effectively meet their obligations under the *Multicultural Recognition Act 2016*.

**Our Staff**

Value, support and improve the safety, wellbeing and capability of our staff.

**This objective contributes to:**

- Keeping Queenslanders safe
- Supporting jobs
- Backing our frontline services
- Connecting Queensland.

**Our strategy — We will:**

- invest in the development and capability of our staff, ensuring their safety, health and wellbeing is our core priority, focusing on the attraction and retention of a skilled and dedicated workforce
- listen to our staff, address their concerns and offer flexible and supportive workplaces
- create and support a diverse and inclusive workplace reflective of the communities we serve.

**Our performance indicators**

- Reduction in reported workplace health, safety and wellness issues.
- Increased staff satisfaction with development, capability and learning opportunities.
- Maintained and improved employment diversity as measured against public sector targets.
- Increased staff retention rate.

**The strategic risks we manage**

- Harm to children or young people in our care.
- Capability and capacity to respond to growing demand, increasing complexity of needs, and to deliver multiple system and service delivery reforms.
- Staff coming to harm when fulfilling their duties.
- Breaches of information privacy and security, statutory rights and responsibilities.

- Inadequate departmental support and oversight of children, young people and their families, known to the department but not in its care.
- Inconsistent application of and or poor adherence to governance systems and internal controls contributing to disruptions to business continuity, poor (ethical) decision-making, and legislative non-compliance.

**The strategic opportunities we leverage**

- Build more culturally safe, diverse and capable practices.
- Strengthen our client focus and customer service.
- Partner, collaborate and co-design services and solutions with others, including place-based responses.
- Leverage local and global knowledge and stimulate innovation at all levels.

- Implement Unify, a contemporised case management system and ensure the security and integrity of the department's information and communication technology systems, hardware and data.
- Develop sound policies, programs and services that reflect current priorities, meeting both government and community expectations.