

Strategic Plan 2024–2028

We recognise the diverse background of all our clients and acknowledge and learn from their cultural authority. We respect the right to self-determination of Aboriginal and Torres Strait Islander peoples and acknowledge their unique cultural and spiritual connection to land, sea and sky. We are committed to strengthening 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 safety and wellbeing needs of children, young people, seniors, people from culturally and linguistically diverse backgrounds and people with disability, as well as supporting their families and carers. 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 our clients and their communities to recognise and promote the right to self-determination. We will provide the best possible customer service, commit to support the development of child safe, inclusive, and accessible organisations, and ensure the safeguarding of human rights are core to our department's operations and culture.

We are committed to aligning our policies, practices, commissioning, procurement and service delivery with overarching whole-of-government Path to Treaty commitments, including the development, implementation and monitoring of the department's Yangga Dahgu — Mekem Gen: Reframing the Relationship Roadmap, in line with the Public Sector Act 2022.



Our vision is for Queensland's children, young people, seniors, carers, people with disability and people from culturally and linguistically diverse backgrounds to be safe, empowered in their families, communities and culture and thriving socially and economically.

Our department works to keep children, young people, and their families safe and connected to their culture and communities and lead systemic changes to improve the lives of families, seniors, carers, people with disability and people from culturally and linguistically diverse backgrounds, as well as delivering targeted services and supports to people with disability.

The department 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, seniors, carers and people with disability.



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, including 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 to support people from migrant, refugee and asylum seeker and Australian South Sea Islander backgrounds and we work to support the growth of employment in the child protection, disability care and support sector through workforce development activities and the administration of an efficient disability worker screening system.



BACKING OUR FRONTLINE SERVICES: We deliver culturally safe and responsive frontline services in child protection, disability services and multicultural affairs, and contribute to carers, seniors and community safety and wellbeing.



CONNECTING QUEENSLAND: We provide and invest in services that improve social outcomes and greater social inclusion for our staff and children, young people, families, seniors, carers, people with disability and people from culturally and linguistically diverse backgrounds.



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, families, seniors, carers and people with disability thrive. We acknowledge the past and ongoing impacts of colonisation and commit to actively supporting the Truth-telling and Healing Inquiry.



Our objectives and strategies

To improve the cultural capability of the department, to evidence a reframed relationship with Aboriginal and Torres Strait Islander staff, children, carers, people with disability, seniors and families, community-controlled organisations and peak bodies.

CHILD AND FAMILY SERVICES	
OUR OBJECTIVES	To enable families to safely care for their children and young people, and provide services to support the safety, belonging and wellbeing needs of children and young people not able to be cared for by their families.
	Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system.
	To transition to a future focused child and family policy agenda.
THESE OBJECTIVES CONTRIBUTE TO:	<ul style="list-style-type: none"> 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	<p>We will:</p> <ul style="list-style-type: none"> continue active efforts to embed the Aboriginal and Torres Strait Islander Child Placement Principle in everything we do to implement the <i>Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037</i> strategy and <i>Breaking Cycles Action Plan 2023-2025</i>. recognise children's rights and strengthen children's voices in decision making work with our partners to ensure that our assessments, court processes, systems 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 continue to invest in initiatives to significantly reduce the use of residential care and improve the experience of children and young people 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	<ul style="list-style-type: none"> Increased proportion of children whose needs were met by an Intensive Family Support or Aboriginal and Torres Strait Islander Family Wellbeing Service. Reduction in the proportion of children, young people and families escalating to the tertiary 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.

SENIORS AND DISABILITY SERVICES	
OUR OBJECTIVES	To deliver and fund high quality programs, services and safeguards and promote the inclusion, rights and social and economic participation of seniors, carers and people with disability.
THIS OBJECTIVE CONTRIBUTES TO:	<ul style="list-style-type: none"> 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	<p>We will:</p> <ul style="list-style-type: none"> invest in a range of initiatives under the Queensland Seniors Strategy to enhance the wellbeing and participation of older Queenslanders, and the promotion of an age-friendly and inclusive community where older people, carers and people with disability are cared for, connected and celebrated for their contribution promote inclusion and equality of people with disability within the Queensland community through implementation of <i>Australia's Disability Strategy 2021–2031</i> and <i>Queensland's Disability Plan 2022–2027</i> invest in and advocate for an effective National Disability Insurance Scheme (NDIS) that will improve outcomes for people with disability and their families and carers, helping them achieve their life goals and participate in social and economic life continue to provide services to existing Accommodation Support and Respite Services clients who require full-time support with the core activities of daily living implement the service delivery model for the forensic disability service system in Queensland lead Queensland Government implementation of recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the NDIS Review ensure that the voices of Queenslanders with disability are heard, and that people with disability are supported to participate fully in their communities, including through partnering in the conduct of an annual survey to report progress operate to the highest standard as a registered NDIS provider delivering specialist disability accommodation, supported independent living and behaviour support services safeguard the rights and wellbeing of people with disability by working in partnership with disability and carer advocacy representatives, key stakeholders and other agencies, and by continuing to perform certain regulatory functions under the NDIS Quality and Safeguarding Framework deliver a program of reforms to services to ensure they remain contemporary and in alignment with national standards and principles.
OUR PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Increased percentage of eligible seniors have a Queensland Seniors Card. Increased percentage of approved accommodation support places used by people with disability. Increased percentage of at-risk clients with disability who received a NDIS access met decision. Improvement in outcomes for people with disability, identified in the <i>Queensland Disability Plan 2022–2027</i>.



Our objectives and strategies

To improve the cultural capability of the department, to evidence a reframed relationship with Aboriginal and Torres Strait Islander staff, children, carers, people with disability, seniors and families, community-controlled organisations and peak bodies.

MULTICULTURAL AFFAIRS QUEENSLAND	
OUR OBJECTIVE	To influence, facilitate and promote efforts to build welcome, belonging, and economic and social inclusion of people from culturally and linguistically diverse backgrounds.
THIS OBJECTIVE CONTRIBUTES TO:	KEEPING QUEENSLANDERS SAFE GROWING OUR REGIONS BACKING OUR FRONTLINE SERVICES SUPPORTING JOBS INVESTING IN SKILLS CONNECTING QUEENSLAND
OUR STRATEGY	<p>We will:</p> <ul style="list-style-type: none"> work with communities, sector and industry partners and Government agencies to influence, facilitate and promote efforts to build welcome, belonging, 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, cultivating fair and accessible opportunities, pathways and services for all administer grant programs that celebrate and strengthen a multicultural Queensland.
OUR PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Percentage of Queensland Government entities' overall satisfaction with the advice from Multicultural Affairs Queensland to effectively support them meeting their obligations under the <i>Multicultural Recognition Act 2016</i>.

OUR STAFF	
OUR OBJECTIVES	Improve the safety, wellbeing and capability of our workforce to ensure they are valued, supported and empowered to deliver services to our clients.
THESE OBJECTIVES CONTRIBUTE TO:	KEEPING QUEENSLANDERS SAFE BACKING OUR FRONTLINE SERVICES SUPPORTING JOBS CONNECTING QUEENSLAND
OUR STRATEGY	<p>We will:</p> <ul style="list-style-type: none"> 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 build the cultural capability of our workforce and support Aboriginal and Torres Strait Islander staff, as well as staff from culturally and linguistically diverse backgrounds listen to our staff, address their concerns and offer flexible and supportive workplaces create and support a diverse, inclusive and accessible workplace, reflective of the communities we serve optimise staff potential, including their ability to be adaptable and respond to change.
OUR PERFORMANCE INDICATORS	<ul style="list-style-type: none"> 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. Improvement in the cultural and linguistic diverse background capabilities of the department, and evidencing a reframed relationship with Aboriginal and Torres Strait Islander peoples.

THE STRATEGIC RISKS WE MANAGE

- Harm to children or young people or people with disability 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 recruitment, retention and staff coming to harm when fulfilling their duties.
- Breaches of information privacy and security, statutory rights and responsibilities.
- 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.
- Inadequate response to global and local events and inability to establish effective engagement and trust with community leaders and other government stakeholders.
- Inadequate transition towards a culturally capable department, evidenced by a reframed relationship with Aboriginal and Torres Strait Islander staff, children, young people, carers, people with disability, seniors and families, community-controlled organisations and peak bodies.

THE STRATEGIC OPPORTUNITIES WE LEVERAGE

- Build more culturally safe, diverse, inclusive and capable practices, structures and systems.
- Actively work towards ensuring equitable access to all our services and programs for people from culturally and linguistically diverse backgrounds.
- Strengthen our client focus and customer service.
- Partner, collaborate and co-design accessible services and solutions with others, including place-based responses.
- Partner, collaborate and co-develop policy responses with Aboriginal and Torres Strait Islander staff, children, young people, carers, people with disability, seniors and families, community-controlled organisations and peak bodies.
- Leverage local and global knowledge and stimulate innovation at all levels.
- Implement Unify, a contemporary child protection and youth justice case management system and ensure the security and integrity of the department's broader information and communication technology systems, hardware and data.
- Develop sound policies, programs and services that reflect current priorities, meeting both government and community expectations.