

Our Department

Government objectives for the community

- **Safeguarding our health:** We safeguard the health and wellbeing of our staff and clients, and ensure our services, practice and workforce are pandemic ready.
- **Supporting jobs:** We provide funding that supports jobs with non-government service providers contributing to sustaining the diversification of the Queensland economy.
- **Growing our region:** We provide funding to regional non-government service providers, contributing to promoting the attraction of 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, and to migrant and refugee communities.
- **Backing our frontline services:** We deliver diversified and culturally responsive frontline services in child protection, youth justice and multicultural affairs and contribute to community safety.

Our strategic plan

Our Strategic Plan 2021-2025 provides a strong vision and purpose, clear objectives and strategies, and demonstrates how the department contributes to the government's objectives for the community.

The department's Strategic Plan can be found on our website at:

<https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/strategic-plan>

Vision, objectives and performance indicators

The department's vision is for Queenslanders to be safe and thriving in families, communities and culture. Our department supports children, young people and their families to be safe and thrive in community and culture.

Objectives and performance indicators are outlined at the beginning of each service area chapter.

Priorities

Our plans and priorities in 2020-21 included:

- continuing implementation of *Supporting Families Changing Futures* 10-year reform program to build a statewide family support and child protection system in Queensland to better protect children and support families to safely care for their children
- developing and analysing options for regulating compliance with the Child Safety Standards, options for a Reportable Conduct Scheme, and undertaking whole-of-government annual reporting on implementation in response to the Royal Commission into Institutional Responses to Child Sexual Abuse recommendations
- implementing strategies to manage the increasing number of children and young people coming into care and staying in care longer due to increased parental risk factors, including use of Ice and the impact of COVID-19
- continuing implementation of the *Our Way* generational strategy for Aboriginal and Torres Strait Islander children and families to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the child protection system by 2037
- continuing funding for Aboriginal and Torres Strait Islander Family Wellbeing Services to make it easier for families to access culturally responsive support to improve their social, emotional, physical and spiritual wellbeing, and build their capacity to safely care for and protect their children
- continuing Intensive Family Support services to provide early intervention support for families and parents experiencing vulnerability who have more complex needs to ensure they receive the necessary support before child protection intervention
- continuing the Next Step After Care program to support young people during and after transition to adulthood to live independently as adults, particularly with appropriate housing, support for mental health, parenting skills, higher education and training for job readiness
- continuing the Unify program to replace the Integrated Client Management System, to improve multi-agency collaboration and information sharing to better support children and families in the child protection and youth justice systems
- completing initial improvements to the child safety intake system, including an Information Technology solution for the automation of the triage point with Department of Education being delivered under the Unify Program
- operationalising the new West Moreton Youth Detention Centre
- continuing to provide cultural support in Queensland Police Service watchhouses to ensure Aboriginal and Torres Strait Islander young people are able to access appropriate support during normal routine processing
- rolling out the On Country programs designed and delivered by Aboriginal Torres Strait Islander people
- continuing the Family Led Decision Making trial to empower and support families to identify and address their child's needs and appropriate resources within their family and communities to stop reoffending
- extending the Conditional Bail Program which provides an intensive program of support as part of a young person's release on bail
- extending the Intensive Case Management program to deliver intervention strategies designed to reduce and prevent offending

- extending the innovative cross-agency partnerships of the co-responder model with the Queensland Police Service to support and divert high-risk young people
- supporting Community Action for Multicultural Society providers and other community-based organisations to support local communities, particularly in local disaster and crisis prevention, preparedness, response and recovery
- developing and implementing strategic projects that focus on economic and social recovery including:
 - migrant refugee skills utilisation in industries with skills shortages
 - attracting and welcoming migrants and refugees to regional areas
 - increasing representation on boards
 - equitable access to Government and services.

Strategic opportunities

- 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.
- Improve information systems and networks and deliver the Unify Program for more integrated service delivery, multi-agency collaboration and information sharing.
- Develop sound policies, programs and services that reflect current priorities (including COVID-19 pandemic), meeting both government and community expectations.

Strategic risks

- Harm to children or young people in our care or custody.
- Capability and capacity to respond to growing demand, increasing complexity of needs, and to deliver multiple system and service delivery reforms.
- Harm to safety and wellbeing of staff, and challenges to workforce attraction and retention.
- Breaches of information privacy and security, statutory rights and responsibilities.
- Inconsistent application of and/or poor adherence of governance systems and internal controls contributing to disruptions to business continuity, poor (ethical) decision-making, and legislative non-compliance.

National agreements

The department leads implementation and negotiations associated with:

- the National Redress Scheme for Institutional Child Sexual Abuse
- the successor plan to the National Framework for Protecting Australia's Children 2009-2020
- the Memorandum of Understanding between the Australian Government Department of Social Services, National Disability Insurance Scheme Launch Transition Agency, and the Queensland Department of Children, Youth Justice and Multicultural Affairs in relation to the Implementation of Arrangements for Children and Young People with Disability requiring accommodation outside the family home, and
- the Project Agreement for Family Law Information Sharing.

The department contributes to:

- the National Indigenous Reform Agreement (Closing the Gap), and
- the National Housing and Homelessness Agreement.

Our plans and priorities for next reporting period

Our strategic plan 2021-2025 provides a strong vision and purpose, clear objectives and strategies for the department and demonstrates our contribution to government's objectives for the community.

Our operating environment will continue to be impacted by increasing demands for our services and complexity of issues, alongside COVID-19 impacts which will continue to challenge us.

Child and Family Services key priorities for 2021-22

In 2021-22 we will continue:

- reforming out-of-home care services in response to the significant pressures arising from an increase in demand and growing complexity of matters coming to the attention of the child protection system
- growing the use of kinship care and developing an Aboriginal and Torres Strait Islander kinship care program in partnership with the Queensland Aboriginal and Torres Strait Islander Child Protection Peak
- recruiting additional frontline child safety workers to reduce caseloads and boost services for Queensland's most vulnerable children and families
- implementing the *Our Way* strategy to reduce the rate of over representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent by 2031, supporting the National Closing the Gap target, including increasing the use of delegated authority
- implementing the Workload Management Policy and Workload Management Manual to ensure reasonable workloads for Child Safety staff

- implementing the child protection litigation model providing early, independent legal advice to child protection workers and working collaboratively with the independent Director of Child Protection Litigation to manage child protection order applications and proceedings
- contributing to the development of new national strategies to protect Australia's children and prevent and respond to child sexual abuse.

Youth Justice Services key priorities for 2021-22

In 2021-22 we will continue:

- expanding the Youth Justice Strategy to tackle youth offending, target serious recidivist offenders and continue broader support programs
- expanding the Youth Justice Five Point Plan, including the Co-responder model
- recruiting additional frontline and frontline support positions in youth detention centres which is critical for community safety and the safety and wellbeing of detention centre staff and young people while they are detained
- recruiting additional youth workers for the Conditional Bail program which aims to reduce the risk of young people offending or breaching conditions while on bail
- developing the Integrated Case Management program to reduce offending and re-offending among high-risk recidivist offenders
- the Family Led Decision Making trial, which gives families of Aboriginal and Torres Strait Islander young people in the youth justice system a stronger voice in decisions about their children
- providing extra case workers in Indigenous community-controlled services in priority locations to help Aboriginal and Torres Strait Islander young people stay away from crime
- expanding the provision of intensive support for families of children on bail
- funding the Legal Advocacy and Bail Support program, which aims to reduce the pressure on youth detention centre and Queensland Police Service watchhouses by conducting bail reviews and providing bail support
- delivering a trial of electronic monitoring, supervision and resources to manage serious recidivist young offenders on bail in certain locations
- funding for a drug and alcohol residential treatment program for young people, with a view to reducing the incidence of youth offending, involving the establishment of a 10-bed residential facility, providing three months' residential treatment followed by three to five years' follow-up treatment to assist participants to sustain their changed behaviour in the community and prevent relapse
- providing capital funding for infrastructure and funding operations for a short-term remand centre
- investigating additional long-term detention centre capacity options.

Multicultural Affairs key priorities for 2021-22

In 2021-22 we will continue:

- providing much needed financial, employment, housing and mental health assistance to people seeking asylum and humanitarian entrants with a temporary protection visa in Queensland
- the Celebrating Multicultural Queensland program, which supports multicultural events and projects that promote an inclusive, harmonious and united Queensland
- establishing a Holocaust Museum and Education Centre to honour victims of the Holocaust.

Whole-of-department key priorities for 2021-22

In 2021-22 we will continue:

- implementing recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse and the Queensland Family and Child Commission
- transforming the way the department does its business through the replacement of the ageing Integrated Client Management System by implementing Unify, a new system that will be rolled out in stages
- implementing actions committed to in the *Child Safety and Youth Justice Certified Agreement 2021* and the *Youth Detention Centre Certified Agreement 2019*
- investing in the development and capability of staff, focusing on the attraction and retention of a skilled, dedicated and diverse workforce
- safeguarding the health and wellbeing of our children, young people, families, culturally and linguistically diverse communities and staff during the COVID-19 pandemic emergency and recovery phase.