

# Strategic Plan 2021–2025

Current from March 2021

**Our 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 to thrive in culture and communities.

## Our contributions to the government’s 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 regions:** 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 clients want responsive, tailored and respectful services. They expect us to work together with other Government and non-government agencies, businesses and the community to help them address their needs and to create pathways to thrive in culture and communities for all Queenslanders.

We will listen to our clients, carers and communities and involve them in decision-making about their own lives and implementation of policies

and programs that impact on them. We will provide the best possible customer service and respect, protect and promote human rights in our decision-making and actions.

We respect cultural authority and learn from the knowledge of Aboriginal and Torres Strait Islander Queenslanders. We also recognise that the people of Queensland come from many diverse backgrounds. We will build our cultural capability so that communities can value the cultural diversity of its people, develop and maintain cultural identity and connections, and support and promote mutual respect and fair treatment for all.



Enable the safety, belonging and wellbeing of children and young people, especially those in or leaving care, and enable their voices to be heard and to contribute to their community.

### This objective contributes to:

- Safeguarding our health
- Supporting jobs
- Growing our regions
- Investing in skills
- Backing our frontline services

### Our strategy

- We will work with parents, families, carers and communities to make sure children, especially children in care, are safe, cared for and thriving.
- We will work with communities and our partners to enable vulnerable young people to strengthen their relationships with families and support networks.

### Our performance indicators

- Reduce child abuse and neglect.
- Improve outcomes for, and wellbeing of, vulnerable young people, and children in or at risk of entering the child protection system.
- Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system.



Reduce recidivism and improve social, economic and civic participation for children and young people through holding children and young people to account for their offending behaviour.

### This objective contributes to:

- Supporting jobs
- Growing our regions
- Investing in skills
- Backing our frontline services.

### Our strategy

- We will support young people to be accountable for their role and behaviour, and link them and their families to wellbeing, health and education services.
- We will focus on underlying issues that lead to offending behaviour, and deliver evidence based interventions and programs for young people who are repeat offenders.

### Our performance indicators

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



Implement, influence and invest in policies, programs and services that support and empower Queenslanders from culturally diverse backgrounds to build community connectedness.

### This objective contributes to:

- Investing in skills
- Growing our regions
- Supporting jobs
- Backing our frontline services.

### Our strategy

- We will work with diverse cultural communities, sector partners and Government agencies to implement policies that support fair and accessible services for all.
- Facilitate and deliver collaborative projects and programs to: address systemic barriers to the full inclusion and participation of people from migrant or refugee backgrounds that persist in Queensland, including skill utilisation, attraction to regional areas, representation on Government boards, and equitable access to culturally responsive and inclusive government and service systems; and include people from migrant, refugee or asylum seeker backgrounds in economic and social opportunities.

### Our performance indicators

- Increase inter-cultural connections to promote diversity and harmony within communities.
- Increase the 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*.



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

### This objective contributes to:

- Safeguarding our health
- Backing our frontline services.

### Our strategy

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

### Our performance indicators

- Improve staff safety, health and wellness in the workplace.
- Improve the development, capability and learning opportunities of staff.
- Improve the department’s employment diversity.
- Improve staff retention.

Images posed by actors

## The strategic risks we manage

- 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.

## 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.
- 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.