

Strategic Plan

2018–2022



Our vision

Queenslanders are safe and thriving in families and communities.

Our purpose

The department works to enable children, young people, women and families to be safe and to thrive in culture and communities, and to prevent and respond to crime, violence, abuse and neglect.

Our Future State: Advancing Queensland's Priorities

Give all our children a great start

Keep communities safe

Create jobs in a strong economy

Keep Queenslanders healthy

Be a responsive government

Our contribution

- Improving the wellbeing of children prior to school, who have had contact with the child protection system
- Reducing child abuse and neglect, youth offending and domestic, family and sexual violence
- Improving participation by women and young people in education, training and/or work
- Championing gender equality in the public, private and community sectors
- Improving the health of children, young people and women, especially those at risk or in care or youth justice
- Supporting strong, thriving families to be the best they can be
- Enabling youth engagement in Queensland Government policies, programs and services
- Ensuring First Nations Peoples' cultural identity, diversity and richness are central to decisions made with regard to children, families and communities
- Building affinity with our clients by providing responsive, inclusive and capable services.

Our strategies

Objective: Enable Queensland children and young people to be safe, thriving and connected in families and communities

- Engage Queenslanders to end child abuse and neglect and to promote 'child safe' organisations
- Engage Queenslanders to be trusted peer supporters, mentors, carers and advocates for families at risk and children and young people in or transitioning from care
- Provide information and support that is accessible and useful to Queensland parents and families
- Provide quality child protection services in accordance with the *Child Protection Act 1999*
- Continue and embed phase one *Supporting Families, Changing Futures* reform initiatives to better support families to keep children safe and well, including reforms to the *Child Protection Act 1999* on permanency and information sharing
- Co-design and implement the second five year plan for *Supporting Families, Changing Futures*
- Implement the *Our Way Strategy* and *Changing Tracks Action Plan*, including supporting the Queensland First Children and Families Board and investing in Aboriginal and Torres Strait Islander community-controlled organisations
- Supporting families involved in the child protection system to overcome issues with the drug Ice as part of the *Action on Ice* package
- Implement Queensland Government responses to the Royal Commission into Institutional Responses to Child Sexual Abuse, Queensland Family and Child Commission and other reviews
- Implement *Partners in Care* to better support foster and kinship carers
- Engage all children and young people in care in early childhood education and care, education, training and/or work
- Ensure all children in care have comprehensive health assessments and, where eligible, NDIS plans
- Improve the therapeutic and positive behaviour support capability of services, professionals and carers
- Facilitate place-based and other partnership initiatives, and extend First1000Days locations.

Our performance indicators

Reduce child abuse and neglect

- Rate of substantiated harm
- Engagement in family support services

Improve wellbeing of children in and transitioning from care into adulthood

- Stability and permanency of placement
- Safety in care
- Participation and achievement in education, training and/or work
- Improved health and wellbeing
- Connection to kin, community and culture

Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system

Objective: Enable young Queenslanders to have positive life choices and opportunities, and to reduce offending

- Engage Queenslanders to address the causes of and prevent youth offending
- Improve access to and impact of diversionary, family intervention, advocacy, restorative justice, bail support and rehabilitative services for young people at risk of, or already, offending
- Co-design and deliver a new *Youth Justice Strategy* to prevent and reduce youth offending and improve community safety
- Improve engagement by children and young people at risk of, or already, offending in education, training and/or work
- Implement actions from the *Independent Review of Youth Detention* and other reviews
- Implement actions to reduce over-representation of Aboriginal and Torres Strait Islander children and young people in the youth justice system
- Implement actions to reduce rates and periods of remand of young people
- Improve the therapeutic and positive behaviour support capability of services and professionals engaging children and young people in the youth justice system
- Provide quality youth justice assessment, conferencing, supervision, intervention and detention services in accordance with the *Youth Justice Act 1992*
- Implement actions to address the particular needs of girls and young women in the youth justice system

Increase community safety and reduce rates of youth offending

- Participation in restorative justice and conferencing
- Community-based orders successfully completed
- Young offenders charged with a subsequent offence

Improve wellbeing of children and young people in and transitioning from youth justice

- Participation in education, training and/or work
- Detention centres operate safely
- Reducing young people in custody on remand

Reduce the disproportionate representation of Aboriginal and Torres Strait Islander young people in the youth justice system

Our strategies	Our performance indicators
Objective: Enable Queenslanders to be safe and recover from domestic, family and sexual violence	
<ul style="list-style-type: none"> Engage Queenslanders in ending domestic, family and sexual violence Improve integrated responses and support services for all people who have experienced domestic, family and sexual violence Improve interventions to stop and hold to account all perpetrators using violence Engage communities and other stakeholders in partnerships to continue to implement the <i>Queensland Domestic and Family Violence Prevention Strategy</i> Engage communities and stakeholders to tackle the prevalence and impacts of sexual violence in all its forms through the <i>Queensland Violence Against Women Prevention Plan</i> 	<ul style="list-style-type: none"> Implement actions focused on preventing and responding to sexual violence and abuse against women and girls Coordinate whole-of-government actions to implement the <i>National Plan for Reducing Violence Against Women and Their Children</i> Prioritise actions to work with Aboriginal peoples and Torres Strait Islander peoples to reduce rates of domestic, family and sexual violence Lead and coordinate the Queensland Government's participation in the National Redress Scheme for people who have experienced institutional child sexual abuse
Objective: Enable young Queenslanders to be heard and to thrive	
<ul style="list-style-type: none"> Enable the engagement of young Queenslanders in shaping policies, programs and services that concern them, including through tools available to all Government agencies Support leadership development opportunities for young Queenslanders Support action to prevent and respond to bullying Partner with communities and other agencies to implement the <i>Queensland Youth Strategy</i>, particularly actions to support young Aboriginal peoples and Torres Strait Islander peoples 	<ul style="list-style-type: none"> Improve access to and impact of youth services and links to education, training, employment, health, mental health, disability and housing services for vulnerable young people Improve the capability of staff and services supporting vulnerable children, young people and families to prevent suicides
Objective: Enable the rights, interests and well-being of Queensland women and girls to be respected and promoted	
<ul style="list-style-type: none"> Engage Queenslanders in achieving gender equality and respect for women and girls and recognition for their contributions Provide information that is accessible and useful to Queensland women and girls Promote and support improvements to pay and superannuation equity for Queensland women Improve access to and impact of community-based women's health and wellbeing and other support services 	<ul style="list-style-type: none"> Partner with communities and other agencies to implement the <i>Queensland Women's Strategy</i> Enable women's leadership and participation, and implement the <i>Women on Board</i> initiative Prioritise actions to support the interests and wellbeing of Aboriginal women and Torres Strait Islander women Implement actions to reduce the incarceration rate of women and girls
Objective: Enable our valued staff and the service system to deliver great results	
<ul style="list-style-type: none"> Engage staff and their representatives and act on the results of the Employee Opinion Survey and stakeholder survey to create safe, well, rewarding, diverse and inclusive workplaces Improve initiatives to engage with customer voices and experiences Extend corporate and community partnerships Improve information and data sharing arrangements to deliver better client outcomes Strengthen the use of evidence, including customer insights, to plan and deliver better services Drive performance improvement through data, learning, reviews, feedback and evaluations Continue to improve learning, development and training opportunities 	<ul style="list-style-type: none"> Continuously improve governance, financial, commissioning, contract management, facilities and sustainability practices that contribute to public confidence and organisational excellence Update and drive implementation of the department's <i>Aboriginal and Torres Strait Islander Cultural Capability Action Plan</i> Revamp and implement Our Future Ways of Working blueprint to create a digitally enabled department and services Ensure our organisation and services consider the specific cultural and linguistic needs of Queensland's diverse population Invest in staff wellbeing and resilience to ensure that the services the department deliver are responsive and sustainable

Our commitment to First Nations

We acknowledge the Traditional Owners of the land on which we operate and pay respects to Elders past, present and emerging. We acknowledge the cultural authority and knowledge of Aboriginal and Torres Strait Islander Queenslanders, and the vital importance of cultural identity and connection. We acknowledge past injustices and past trauma, and the resilience of Aboriginal and Torres Strait Islander Queenslanders. We commit to enabling reconciliation, healing and eliminating the disproportionate representation in child protection, youth justice and domestic, family and sexual violence. We commit to engage respectfully, build our cultural capability, grow our Aboriginal and Torres Strait Islander staff, shift investment and empower families and communities.

Our approach

We commit to:

- engage positively with clients and communities
- focus on results and value
- act early to prevent harm and enable recovery
- enable people to make positive change
- partner well to create impact
- respect people's rights
- use evidence-based approaches and experience
- invest in people
- leverage community efforts
- deploy resources equitably across regions
- enable our staff to be and do their best
- act with cultural integrity, create cultural safety and build cultural capability
- be professional in our public service
- provide leadership
- provide stewardship to service systems
- encourage innovation
- demonstrate integrity and accountability, and
- be courageous.

Our strategic risks and opportunities

We proactively identify and mitigate risks of:

- harm to children and people at risk or in our care or custody
- harm to safety and well-being of staff
- fraud, corruption, misconduct and waste
- breaches of information privacy and security
- breaches of statutory rights and responsibilities
- growing demand and complexity
- delivering multiple reforms.

We proactively identify and leverage opportunities to:

- partner, collaborate and co-design services and solutions, including place-based responses
- improve our processes and governance
- improve our policies, services and practices.