

Strategic Plan | 2024–2028

We strive to be responsive and respectful, prioritising the safety of women, the wellbeing and needs of children, young people, seniors, people with disability, carers and families.

We support, facilitate and work alongside community organisations and other government agencies and businesses, enabling Queenslanders to thrive in a fair, safe and inclusive society.

We will provide the best possible customer service, commit to supporting 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 recognise the diverse background of all our clients and cohorts we represent and learn from their cultural authority and lived experience. We work to empower our clients and their communities to recognise and promote the right to self-determination. We respect the right of self-determination by 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 are firmly committed to conducting our procurement and contract management in compliance with Queensland Procurement policies, reflecting our commitment to inclusivity, respect, and the empowerment of society. Our approach to ethical procurement is dedicated to fostering fair and community-focused results, as part of our resolve to combat domestic violence and improve inclusivity, accessibility, and the general well-being of the communities we support.

Our vision is to end domestic, family and sexual violence and improve women's safety, and to ensure Queensland's families, women, children, young people, seniors, carers, people with disability are safe, and are empowered to thrive socially and economically in their communities and cultures.

Our department works to keep women, children, young people, and their families safe and connected to their culture and community and leads systemic change to deliver targeted services and supports which improve the lives of families, seniors, carers and people with disability, and empower communities that are resilient and recover from disasters.

The department supports the Government's objectives for the community:

Safety where you live



Making Queensland safer with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.

A better lifestyle through a stronger economy



Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland's vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women's economic security.

Prevention of Domestic and Family Violence services

Domestic, Family and Sexual Violence specialist services support the community and partners to recognise, prevent and respond to domestic, family and sexual violence and hold those responsible to account. It commissions specialist domestic and family violence services to improve the safety, healing and recovery of women and their children as well as to address persons using violence behaviours and hold them to account in order to ensure effective return on the government's investment.

Our objective

- » to deliver highly effective strategies and integrated responses to domestic and family violence.

This objective contributes to the Government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy

Our strategies

We will:

- » continue to improve the safety of women and their children, LGBTQIA+ people and people with disability to deliver safety and justice reform initiatives
- » increase knowledge and understanding of domestic, family and sexual violence and its drivers in the broader community through comprehensive communication strategies
- » continue to invest in, improve and empower integrated service delivery system to ensure support for victims of domestic, family and sexual violence is connected, accessible, client centred and culturally responsive
- » strengthen system responses to domestic, family and sexual violence to prioritise victim safety and hold perpetrators to account.

Our performance indicators

- » services are responsive efficient and accessible
- » increased community awareness, understanding and willingness to take action.

Families Services

Our objectives

- » foster safe and connected communities
- » deliver accessible, timely and responsive community services and support for Queenslanders
- » develop strong sector partnerships that build resilience and support recovery for disaster affected communities

These objectives contribute to the Government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy

Our strategies

We will:

- » champion place-based and community-led solutions to improve social and economic outcomes
- » place communities and Neighbourhood Centres at the centre of the design and delivery of frontline services
- » mobilise recovery resources, activate personnel and deliver community recovery activities in response to disaster events
- » invest in a range of community support, transport, and emergency relief services
- » strengthen our communities by leading the delivery of the whole-of-Government Communities 2032 Strategy and first action plan
- » lead the delivery of new strategies to support young Queenslanders and Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, plus (LGBTQIA+) communities
- » deliver initiatives that address the causes and impacts of social isolation and loneliness.

Our performance indicators

- » services meet the needs of customers through grants and assistance schemes — Direct Care and Support and Community Connection Support
- » services are responsive and accessible
- » service users identify as having improved financial literacy and resilience skills.
- » Community Recovery Emergency Hardship Assistance applications processed for payment within 24 hours.

Seniors and Disability Services

Our objective

- » To deliver disability reform and fund high quality programs, services and safeguards and promote the safety, inclusion, engagement, rights and social and economic participation of seniors, carers and people with disability to achieve better outcomes, enhanced quality of life, greater inclusion and accessibility, and strengthened protections for Queenslanders with disability.

This objective contributes to the Government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy

Our strategies

We will:

- » promote age-friendly and inclusive communities where older people, carers and people with disability receive the services and supports they need to experience social and economic wellbeing
- » invest over \$2.5 billion 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 within the life of this Plan
- » implement the service delivery model for the forensic disability service system in Queensland and maintain evidence-based service provision to ensure clients on a Forensic Order (disability) are adequately supported to successfully transition into the community
- » lead and co-ordinate action and invest in a range of initiatives under the Queensland Seniors Strategy and the Queensland Disability Plan, to enhance the wellbeing and participation of Queenslanders of all ages and abilities
- » fund peak bodies to represent and support people with disability, seniors and carers and the disability sector and work with the disability sector to implement the Queensland Disability Stakeholder Engagement and Co-design Strategy
- » 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 the Voice of Queenslanders with Disability annual survey to report progress.

- » lead disability reforms through the Queensland Disability Reform Framework, supporting the Queensland Government to implement recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the Independent review of the NDIS
- » operate to the highest standards 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 people with disability, their families and carers, key stakeholders and other agencies, including by regulating the use of restrictive practices and registering the trainers of guide, hearing and assistance dogs.

Our performance indicators

- » increased percentage of eligible seniors have a Queensland Seniors Card
- » 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, under the Queensland Disability Plan.

Child Safety Services

Our objectives

- » 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
- » transition to a future focused child and family policy agenda to better address the evolving needs of children and families, Safer Children, Safer Communities.

These objectives contribute to the Government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy

Our strategies

- » continue to implement *Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* strategy and associated plans to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system and close the gap in life outcomes
- » implement the Aboriginal and Torres Strait Islander Child Placement Principle to the standard of active efforts in everything we do to ensure systems, policies and services are culturally responsive
- » recognise children's rights and strengthen children's voices in decision making
- » work collaboratively with our partners to ensure our assessments, court processes, systems and supports to enable children to remain at home safely, prioritise children and young people's wellbeing and family reunification
- » work in partnership with parents, families, carers, and communities to promote and improve health and wellbeing outcomes, especially for children and young people in care
- » work alongside parents, families, and carers to support kin to care for children and young people
- » 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.
- » increase investment with Aboriginal and Torres Strait Islander Community Controlled Organisations (ATSICCOs) and Indigenous Businesses across the child protection continuum and ensure all Aboriginal and Torres Strait Islander children and families have access to services that are culturally safe and designed and delivered by ATSICCOs and Indigenous Businesses.

Our performance indicators

- » increased proportion of children and young people whose needs were met by an Intensive Family Support or Aboriginal and Torres Strait Islander Family Wellbeing Service
- » reduction in the proportion of children and 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 and young people in the child protection system
- » reduction in the proportion of children and young people in residential care
- » increased proportion of children and young people in family based and kinship care.

Our staff

Our objective

- » **Improve the safety, wellbeing and capability of our workforce to ensure they are valued, supported and empowered to deliver services to our clients and the cohorts we represent.**

This objective contributes to the Government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy

Our strategy

We will:

- » invest in the development and capability of our staff, including management and leadership capability, and a focus on the attraction and retention of a skilled and dedicated workforce
- » provide safe workplaces where risks to the health and well-being of our staff are managed effectively and they are supported to thrive
- » build the cultural capability of our workforce and support Aboriginal and Torres Strait Islander staff, and staff from culturally and linguistically diverse backgrounds
- » listen to our staff, address their concerns and offer flexible and supportive workplaces as part of our commitment to a better connected and engaged workforce
- » 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

- » numbers of staff who have completed work health and safety training programs, and improved return to work outcomes following workplace injury or ill health
- » increased staff satisfaction with development, capability and learning opportunities
- » improved employment diversity as measured against public sector and the department's targets
- » increased and sustained 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 department's objectives

The department's objectives include:

- » delivering highly effective strategies and integrated responses to domestic and family violence
- » delivering services that enable a fair, safe, belonging and inclusive society for all Queenslanders
- » improving the cultural capability of the department
- » evidencing a reframed relationship with Aboriginal and Torres Strait Islander staff, children and young people, carers, people with disability, seniors and families, community-controlled organisations and peak bodies
- » responsive recovery for Queensland communities.

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
- » administer personal hardship financial assistance and social support services for vulnerable people impacted by disaster
- » expand partnerships and collaboration across the sector and with other government agencies to ensure communities are supported through recovery and resilience initiatives.

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 service demand, increasing complexity of needs, and to deliver multiple system and service delivery reforms
- » staff recruitment, staff 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 (unethical) decision-making, and legislative non-compliance
- » inadequate response to global, national 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
- » increased natural disaster events.