

# Strategic Plan 2026–2030

## Our purpose



To deliver effective social services that support Queenslanders to live safe, connected and fulfilling lives.

## Our vision



A trusted social services leader empowering people, communities and strengthening families.

## Our guiding principles



Excellence every day



People at the centre



Impact through delivery

## Our strategic objectives

### Integrity and accountability

Drive outcomes through frank and fearless advice, accountable actions and transparent decision making.

### Service delivery

People at the centre of services and the heart of delivery for better community outcomes.

### Workforce

Building on a capable, values-driven workforce focused on continuous learning and development.

### Policy reform

Government policy implemented to deliver continuous improvement and lasting reform.

### Effective business systems

An enterprise approach to enable high-quality and sustainable services.

## Our strategic risk and opportunities

### Risks

- » Insufficient capability and capacity to meet growing demand and system reform impacts client outcomes.
- » Workforce shortages due to recruitment and retention challenges.
- » Safety risks to staff while performing their duties.
- » Breaches of privacy, security, statutory rights or legal obligations.
- » Fragmented governance and application weaken continuity, decisions and compliance.

### Opportunities

- » Lead with integrity and accountability and build a skilled, empowered workforce ready to meet future needs.
- » Focus our investment and effort on improving outcomes for clients and the services they rely on.
- » Strengthen partnerships and work across the sector to co-design solutions for changing and complex community needs.
- » Continue to lead social service reform through an enterprise approach to improve outcomes for vulnerable Queenslanders.
- » Leverage technology and innovative solutions to achieve better outcomes.

## Our values

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

### Respect human rights

We respect, protect and promote human rights in everything we do.



## Integrity and accountability

Drive outcomes through frank and fearless advice, accountable actions and transparent decision making.

### What success looks like

- » Increased and meaningful community feedback from service users
- » Strong and effective governance systems that meet statutory obligations
- » Performance information is accurate, timely and used to support accountability

### Achieved by

- » Strengthening governance, assurance and reporting to support transparent decision making and statutory compliance.
- » Using performance information, audit and evaluation to inform decisions and continuous improvement.
- » Strengthening service user and stakeholder feedback mechanisms to inform accountability and improve services.
- » Maintaining clear, contemporary policies and procedures, with accessible pathways for raising concerns, complaints and ideas.



## Service delivery

People at the centre of services and the heart of delivery for better community outcomes.

### What success looks like

- » Services increasingly meet the needs of Queenslanders
- » Commissioned services are effective in meeting community needs
- » Service improvements informed by robust evaluation

### Achieved by

- » Designing, commissioning and delivering services around the needs of people, families and communities.
- » Transitioning investment to family-based care and piloting Professional Foster Care to provide more tailored and responsive supports for children and young people.
- » Expanding place-based and integrated responses through initiatives such as the North Queensland domestic and family violence networked hub and Hope Hubs.
- » Building evidence about what works through evaluation, feedback and continuous improvement.
- » Strengthening partnerships and service delivery to support disaster recovery, resilience and community preparedness.



## Workforce

Building on a capable, values-driven workforce focused on continuous learning and development.

### What success looks like

- » A skilled and capable workforce
- » A supportive, values-driven organisational culture
- » Workforce performance is strong and improving over time

### Achieved by

- » Strengthening workforce capability through supervision, reflective practice, development and clear role expectations.
- » Building workforce capacity to support major reform and service delivery priorities, including family-based care, domestic and family violence responses, and disability reform.
- » Supporting leaders to model ethical behaviour, accountability and shared direction.
- » Strengthening attraction, retention and wellbeing to support a safe, respectful and high-performing workplace.
- » Working with funded partners and the sector to build capability and sustain high-quality services.



## Policy reform

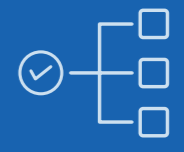
Government policy implemented to deliver continuous improvement and lasting reform.

### What success looks like

- » Policy design delivers a safer Queensland
- » Policy intent translates to practical outcomes delivered within agreed timeframes
- » High-quality, evidence-based advice informs government decisions

### Achieved by

- » Providing timely, evidence-based advice to inform policy design, implementation, evaluation and continuous refinement.
- » Supporting government to consider, respond and deliver the recommendations of the Child Safety Commission of Inquiry.
- » Progressing disability reform in partnership with governments, stakeholders and communities, including through Australia's Disability Strategy, the Disability Royal Commission response and the NDIS reform agenda.
- » Implementing reforms that support seniors, including the government response to the Parliamentary Inquiry into Elder Abuse and age-friendly policy and service settings.
- » Working across government and with stakeholders to deliver election commitments and coordinated place-based reform.



## Effective business systems

An enterprise approach to enable high-quality and sustainable services.

### What success looks like

- » ICT supports best practice
- » Business processes support efficient and effective service delivery
- » Workplaces support employee health and wellbeing

### Achieved by

- » Strengthening ICT, information management and digital systems to support contemporary service delivery, recordkeeping and decision making, including continuous improvement of core platforms.
- » Using data, reporting and evidence to improve business decisions, performance monitoring and service sustainability.
- » Strengthening commissioning, contract management and program design documentation to support quality and outcomes.
- » Maintaining fit-for-purpose operational policies and processes that support efficient and consistent delivery.
- » Investing in facilities, infrastructure and workplace environments that support staff wellbeing and quality service delivery.



We contribute to the government objectives for the community:



Safety where you live



A better lifestyle through a stronger economy