

Strategic Plan 2023-2027



OUR VISION

To work with Aboriginal and Torres Strait Islander peoples, and non-Indigenous Queenslanders, to build a new future and support thriving communities where all can enjoy high levels of social and economic wellbeing, supported by a vibrant arts and cultural sector

OUR PURPOSE

To be effective leaders and partners in ensuring Queenslanders thrive socially, economically and culturally

OUR PEOPLE

Our people are dedicated and committed to excellence through dynamic, diverse and shared leadership at all levels of the department

OUR VALUES

Customers first

Be courageous

Empower people

Unleash potential

Ideas into action

OUR KEY CHALLENGES

- Fostering strong partnerships with Aboriginal and Torres Strait Islander peoples, and key stakeholders, to co-design policies, programs and services
- Responding to disasters and other business disruption events that challenge the department’s ability to deliver improved social and economic outcomes for Queenslanders
- Competing priorities and evolving community and stakeholder expectations impact the delivery of responsive, robust and secure services
- Retaining and attracting capable and resilient staff

OUR STRATEGIC OPPORTUNITIES

- Shining a light on Queensland’s unique cultural identity**
- Showcasing Queensland’s unique arts, cultural and social identity in partnership with individuals, community, business, industry and government, to enable improved cultural, economic and social outcomes
 - Highlighting Queensland’s cultural maturity, confidence and arts as an expression of cultural identity, especially in the lead up to Brisbane 2032 Olympics and Paralympic Games
- Reimagining the concept of community**
- Leveraging the expertise of community-based providers to create safe and inclusive communities where every citizen feels valued and connected
 - Improving person-centred, place-based frontline services, including for disaster preparedness, resilience, response and recovery
- Reframing the relationship**
- Realising the benefits of embracing the world’s oldest, continuous, living cultures through local decision-making, partnerships and co-design of policies, programs and services with Aboriginal and Torres Strait Islander peoples and community partners
 - Working towards reconciliation and treaty through truth-telling and healing
- Closing the Gap**
- Driving reform through a coordinated approach to accelerate progress towards Closing the Gap and delivering genuine improvements in services and outcomes for First Nations people in Queensland
 - Showcasing equity and excellence as Queensland prepares for Brisbane 2032
- Innovative strategies to retain and attract capable and resilient staff**
- Implementing innovative strategies to retain and attract capable and resilient staff who can anticipate and respond to emerging risks and opportunities; to align demand and community and stakeholder expectations; and to succeed in a rapidly changing environment.

Our department supports the Queensland Government’s objectives for the community:

- Good jobs:** Good, secure jobs in our traditional and emerging industries
- Better services:** Deliver even better services right across Queensland
- Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow

We contribute to the following sub-objectives for the community:

Supporting jobs

Connecting Queensland

Protecting the environment

Backing small business

Backing our frontline services

Growing our regions

Investing in skills

Keeping Queensland safe

Building Queensland

Honouring and embracing our rich and ancient cultural history

Our key objectives		Our strategies		Our performance indicators	
<div>Objective 1 Influence social and economic outcomes for Queenslanders, including ensuring that Aboriginal and Torres Strait Islander peoples and culture are central to all engagement, design and delivery</div> <div></div>		<ul style="list-style-type: none">Reframe the relationship with Aboriginal and Torres Strait Islander Queenslanders by progressing the Path to Treaty through the establishment of the Truth-telling and Healing Inquiry and the First Nations Treaty Institute, and increasing the understanding of Queensland’s history, particularly with non-Indigenous QueenslandersWork in partnership with Aboriginal and Torres Strait Islander organisations, services and communities to implement Closing the Gap by providing effective whole-of-government co-ordination and enabling decision-makingDevelop and implement a new First Nations Economic Strategy to support economic participation outcomes and self-empowerment for Aboriginal and Torres Strait Islander peoples, businesses and communitiesCollaborate with government agencies on the implementation of the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy to increase government procurement with First Nations owned businessesSupport the recognition, protection and conservation of Aboriginal and Torres Strait Islander cultural heritagePromote economic development and whole-of-government co-ordination of infrastructure works within remote and discrete Aboriginal and Torres Strait Islander communities by addressing land administration, native title, and town and environmental planning requirementsAssist remote and discrete Aboriginal and Torres Strait Islander communities to access improved social and economic opportunities through reduction of barriers to the development of land, housing and businessPromote First Nations peoples’ participation in the renewable energy technologies and contribution to the 2030 and 2050 carbon reduction targets for QueenslandCo-design programs, initiatives and planning at the community level and encourage local decision-making in discrete Aboriginal and Torres Strait Islander communitiesLead whole-of government priorities including cultural capability, Indigenous languages action, reconciliation engagement and monitoring, and government treaty readiness.		<ul style="list-style-type: none">Increased number of Aboriginal and Torres Strait Islander businesses securing government procurementIncreased value of government procurement from Aboriginal and Torres Strait Islander businesses	
<div>Objective 2 Foster safe and connected communities</div> <div></div>		<ul style="list-style-type: none">Strengthen our communities by leading the delivery of the whole-of-Government <i>Communities 2032 Strategy</i> and first action planDevelop Queensland’s first whole-of-government LGBTQ+ StrategyDeliver initiatives that address the causes and impacts of social isolation and lonelinessCreate safe places for Queenslanders to share stories and histories and create a sense of connection, particularly through Neighbourhood CentresPartner with community leadership to deliver community-led initiatives to improve Aboriginal and Torres Strait Islander peoples’ social and emotional wellbeingSupport communities to protect and value Aboriginal and Torres Strait Islander cultures and heritage, through the administration and modernisation of Aboriginal and Torres Strait Islander cultural heritage legislationSupport building the capability and accountability for delivering culturally-informed Domestic and Family Violence responses for Aboriginal and Torres Strait Islander peoplesDevelop and implement holistic community safety plans and wellbeing initiatives that embed a trauma-informed approachIncrease climate change mitigation to improve community safety, and promote and support policies and programs designed to assess and mitigate natural hazards in remote and discrete Aboriginal and Torres Strait Islander communitiesProvide Aboriginal and Torres Strait Islander peoples, and their representatives, with access to departmental historical records related to community and personal histories.		<ul style="list-style-type: none">Services meet the needs of customers through grants and assistance schemes – in-home and community connection supportImproved outcomes for stakeholders who access cultural heritage services	
<div>Objective 3 Deliver accessible, timely and responsive community services and support for Queenslanders, including policies and services to elevate youth perspectives</div> <div></div>		<ul style="list-style-type: none">Champion place-based and community-led solutions to improve social and economic outcomesPlace communities and Neighbourhood Centres at the centre of the design and delivery of frontline servicesInvest in a range of community support, transport, and emergency relief servicesDeliver community recovery activities and services in response to disasters or community traumaPromote and preserve the Queensland State Archive collection for the benefit of current and future generationsFacilitate and increase access to the Queensland State Archives collection through excellent customer service strategic stakeholder engagement, and community programmingSecure important digital records created by government for current and future generations’ usePartner, collaborate, and engage with First Nations peoples in the review, design and operation of frontline servicesElevate youth perspectives through the development of relevant Queensland Government policies, programs, and services, to enable them to shape social and economic outcomesEnsure young people are included in the design and implementation of policies and programs.		<ul style="list-style-type: none">Services are responsive and accessibleService users identify as having improved financial literacy and resilience skillsYoung people identify as having improved leadership capabilities, as a result of attending a youth leadership program	
<div>Objective 4 Enhance Queenslanders’ access to arts and culture</div> <div></div>		<ul style="list-style-type: none">Manage Queensland Government’s significant investment in the arts and cultural sector including the \$50 million <i>Grow 2022-2026</i> investment over four years to support the delivery of accessible and high-quality arts and cultural experiences, including:<ul style="list-style-type: none">Touring of arts and cultural experiences across regions, including schools touringManaging funds and partnerships that support the arts and cultural sector to strengthen and sustain its business, lead social change, and develop the creative workforceGrow Queensland’s cultural reputation through arts products and cultural tourism events that share uniquely Queensland storiesDrive arts and culture-led economic outcomes across Queensland ahead of Brisbane 2032 and ensure a significant arts and cultural legacy for QueenslandIncrease access to arts and culture through effective management and delivery of high quality cultural infrastructureGrow a strong and ethical First Nations arts industry that safeguards cultures and provides economic outcomes for First Nations peoples and communities.		<ul style="list-style-type: none">Increased utilisation of arts-owned and/managed arts and cultural facilitiesIncreased customer satisfaction with Arts Queensland investment programs delivering intended objectives	
<div>Objective 5 Strengthen capability, innovation and governance to deliver effective, culturally responsive and agile services</div> <div></div>		<ul style="list-style-type: none">Develop an inclusive, flexible, compassionate and culturally safe workplace that embodies cultural integrity; and respects, protects and promotes the human rights of all QueenslandersInfluence other public sector entities to increase their capacity to be culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander Queenslanders, to develop place-based solutions, and to model dynamic, diverse and shared leadership at all levels of their organisationStrengthen performance through contemporary governance practice to drive innovation and service delivery improvementsReinforce a strong commitment to governance and integrity to ensure public confidenceInvest in the learning and capability development of our staff, ensuring that their safety, health and wellbeing are prioritised, with a focus on the attraction and retention of a skilled and diverse workforceEngage with staff to harness their voices and build workplaces that support the Department’s ambition as an employer of choice.		<ul style="list-style-type: none">Increased workforce diversityImproved results through the Working for Queensland survey.	

Our acknowledgement: Our department respectfully acknowledges the Traditional Owners and Custodians of country throughout Queensland and their ongoing connection to the land and water. We pay our respects to their cultures and Elders past and present. We acknowledge that self-determination of Aboriginal and Torres Strait Islander peoples is a human right enshrined in the *United Nations Declaration on the Rights of Indigenous Peoples* and recognised in the *Human Rights Act 2019 (Qld)*.

Our human rights commitment: Our decision-making and actions will respect, protect and promote human rights as a cornerstone of a fair, just and inclusive society.