

# Strategic Plan 2021-25



## Our vision

Thriving communities where all Queenslanders can have a safe and stable place to live and enjoy high levels of social and economic wellbeing, supported by a strong digital economy and a vibrant arts sector.

## Our purpose

To improve the lives of Queenslanders by increasing social, economic and digital inclusion.

## Our people

Every day our frontline workforce, made up of dedicated and committed people, work to improve the lives of Queenslanders.

## Our objectives

- Improve social and economic outcomes for Queenslanders across the State.
- Ensure Aboriginal and Torres Strait Islander peoples and culture are central to all engagement, design and delivery.
- Integrate proactive frontline services, assistance and programs for Communities, Housing, Digital and the Arts.
- Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with Government and each other.

## Our commitments

- Enhancing the lives of Queenslanders through the delivery of responsive, integrated and person-centred frontline services that respond to current need and support future aspirations.
- Reframing the relationship with Aboriginal and Torres Strait Islander peoples through a Path to Treaty.
- Respecting, protecting, and promoting human rights as the cornerstone of a fair and inclusive society.
- Contributing and delivering on our government commitments including: investing in cultural infrastructure, the live music industry and continued delivery of regional arts; co-designing enhancements to neighbourhood and community centres; supporting digital inclusion for disadvantaged Queenslanders; and providing more social and affordable homes and transforming the way housing services are delivered.

## Our key challenges

- Rapidly changing environment – as communities recover from the impacts of COVID-19, together with responding to housing demand and positively contributing to social inclusion, services will need to be increasingly flexible and responsive to need.
- Ensuring connectivity – the ability to digitally access responsive services and also build economic sustainability and jobs through digital infrastructure.
- Securing workforce knowledge and capability – the development of an agile, responsive, and culturally capable workforce is an essential aspect of effective frontline services.

## Our opportunities

- Building on lessons drawn from our response to the pandemic, including jobs creation through accelerating innovation and superior frontline service delivery through collaboration.
- Deepening the integration of all our frontline services, including housing, homelessness, digital and community services, to better meet the needs of the individuals, families, and communities for which we work.
- Increasing the capability of organisations to drive arts-led improvements in social and economic outcomes, specifically jobs creation.
- Partnering with Aboriginal and Torres Strait Islander communities across the State to reshape and improve our frontline services.
- Providing connected digital gateways and pathways to support increased economic participation and jobs creation.
- Collaborating with the community sector regarding community housing.

## Our approach

Adhere to the highest standards of professional conduct and ethical business practices in everything we advocate and undertake.

## Values and principles

We aim to develop a diverse, flexible, compassionate, and culturally safe workforce that respects one another and all those to whom we provide front line services.



**Customers first**



**Ideas into action**



**Unleash potential**



**Empower people**



**Be courageous**

## Leadership

We will demonstrate strong leadership that effectively manages resources while delivering superior frontline services in a complex and changing environment.

## Path to Treaty

We support the Path to Treaty by enabling self-determination, building cultural safety, and ensuring that Aboriginal and Torres Strait Islander peoples are at the centre of everything we do.

## People and performance

We strive to develop an agile and engaged workforce that is focused on continually building capability and potential, while achieving excellence in frontline service delivery.

## Transformation

As part of our focus on the future, we embrace the digitisation of services, emerging technologies and innovative ways of delivering frontline services while also supporting jobs creation.



Image: Markus Ravik



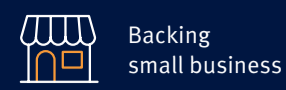
# Our contribution to: Queensland Government's objectives for the community – *Unite and Recover*



Safeguarding our health



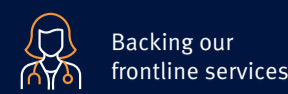
Supporting jobs



Backing small business



Growing our regions



Backing our frontline services



Investing in skills

## Our objectives will be delivered through the following strategies:

Objectives	<p><b>Improve social and economic outcomes for Queenslanders across the State.</b></p>	<p><b>Ensure Aboriginal and Torres Strait Islander peoples and culture are central to all engagement, design and delivery.</b></p>	<p><b>Integrate proactive frontline services, assistance and programs for Communities, Housing, Digital and the Arts.</b></p>	<p><b>Support a thriving digital economy where Queenslanders, their businesses and communities can transact successfully with Government and each other.</b></p>
Communities	<p>Place communities and Neighbourhood Community Centres at the centre of the design and delivery of frontline services.</p> <p>Provide support to vulnerable Queenslanders through the Care Army, the development of a social isolation and loneliness strategy, community support and transport, emergency relief services and community recovery following disasters or community trauma.</p> <p>Champion place-based and community led solutions to social disadvantage.</p>	<p>Partner, collaborate, and engage with First Nations peoples in the design and operations of place-based frontline services that meet community needs and expectations.</p>	<p>Engage frontline staff to design and embed community-focused programs and responses that integrate government services and enhance synergies across communities.</p> <p>Create places for Queenslanders to share stories and histories and create a sense of connection, particularly through Neighbourhood Community Centres.</p>	<p>Utilise improved digital infrastructure and existing community infrastructure to support integrated government services and connect geographically dispersed communities.</p>
Housing	<p>Grow housing and support for Queenslanders and transform the way housing services are delivered through the <i>Housing and Homelessness Action Plan 2021-25</i>.</p> <p>Create jobs, increase the supply of social and affordable homes through new investment, partnering with the community housing sector and private industry.</p> <p>Drive new supply to support current and future housing need across Queensland through the Housing Investment Fund.</p> <p>Deliver essential services for Queenslanders, including people experiencing homelessness, women and families experiencing domestic and family violence, and dedicated responses for vulnerable young people.</p>	<p>Engage, collaborate and partner with First Nations peoples to identify and respond to local housing challenges and priorities with the <i>Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023</i> guiding frontline service delivery.</p> <p>Partner with the peak body, Aboriginal and Torres Strait Islander Housing Queensland, Indigenous Councils and non-Government organisations to improve outcomes for First Nations people in accessing appropriate sustainable housing.</p>	<p>Work with regulated accommodation providers and other partners to improve the supply of regulated accommodation, the quality of services provided to residents and to protect the rights of residents.</p> <p>Work in collaboration with the sector and partner agencies to deepen integration of service responses and improve housing outcomes for people with complex needs through integrated place-based services.</p> <p>Coordinate and co-design housing and homelessness responses across government and the community sector as outlined in the <i>Queensland Housing Strategy 2017 – 2027</i>.</p>	<p>Continue to transform services by utilising emerging technologies to drive frontline service excellence.</p>
Digital	<p>Partner with communities across Queensland, to strengthen the digital economy, improve connectivity, enable economic participation, and support jobs creation.</p> <p>Provide simpler and faster pathways for business, particularly small business, to deliver ICT and digital services.</p>	<p>Work with frontline delivery teams, business, and industry partners, to improve digital infrastructure and connectivity for Aboriginal and Torres Strait Islander communities in order to facilitate economic participation, innovation, and employment opportunities.</p>	<p>Deliver integrated and proactive customer and digital government services by providing timely, trusted, and accessible information services.</p> <p>Support Queenslanders to access ICT and digital skilling, upskilling, and re-skilling, to strengthen Queensland's digital economy and COVID-19 recovery.</p>	<p>Support the growing digital economy and invest in new digital products which meet our customers needs as well as digital infrastructure and open data to assist Queensland businesses to innovate and better service customers and communities.</p>
Arts	<p>Build a strong and sustainable sector, stabilise Queensland's arts companies, secure jobs for artists and arts workers, and deliver COVID-safe cultural experiences.</p> <p>Invest in delivering social outcomes that benefit Queenslanders through partnerships, sector skills development and growing the evidence base.</p> <p>Invest in strategic cultural infrastructure across the state to support local industry, enliven communities, create employment, and deliver improved economic and social outcomes.</p>	<p>Promote and strengthen Queensland First Nations arts through First Nation-led protocols, processes, investment and initiatives.</p>	<p>Continue to engage the sector to ensure policy and investment programs are responsive to sector needs and work to support Queensland Government priorities.</p> <p>Implement <i>Sustain 2020-2022</i> actions to support delivery against <i>Creative Together 2020-2030</i>.</p>	<p>Invest in partnerships and digital infrastructure to create new and/or enhanced marketplaces for arts products, outcomes, and services that reach global audiences.</p>
Performance indicators	<ol style="list-style-type: none"> <li>Partner organisations are actively engaged in delivering services.</li> <li>Services meet the needs of customers through grants and assistance schemes.</li> <li>Increased utilisation of, and visitation to, state-owned cultural facilities.</li> <li>Engagement in Queensland's arts and cultural activities.</li> </ol>	<ol style="list-style-type: none"> <li>Workplaces and services are culturally safe.</li> <li>Policies, processes and practices prioritise co-design, place-based and self-determination principles.</li> <li>Relationships with Aboriginal and Torres Strait Islander peoples and communities are strengthened.</li> </ol>	<ol style="list-style-type: none"> <li>Services are responsive, efficient and accessible.</li> <li>Partner organisations are actively engaged in delivering services.</li> <li>Services meet the needs of customers through grants and assistance schemes.</li> <li>Customers are satisfied with services.</li> </ol>	<ol style="list-style-type: none"> <li>Services are responsive and accessible.</li> <li>Customers and stakeholders are satisfied with services.</li> </ol>