

Strategic Plan 2025–2029

Our vision: Improve equity of access to opportunities *for the Queenslanders we serve*

Our purpose: *Work collaboratively, influence, and leverage opportunities to make a positive difference to social and economic outcomes*

Our customers and partners are at the heart of everything we do...

- Women
- Aboriginal and Torres Strait Islander Queenslanders
- People from culturally and linguistically diverse backgrounds
- Companies, industry, businesses, government and non-government organisations, and research institutions
- Commonwealth, Queensland and Local Governments

Our human rights commitment

We respect, protect and promote human rights in our decision-making and actions.

Our strategic objectives

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|  Women’s equality and economic security enhanced through participation in Queensland’s community and economy |   Aboriginal and Torres Strait Islander Queenslanders’ economic and life outcomes improved |  Social and economic outcomes enhanced for people from culturally and linguistically diverse backgrounds, through participation in Queensland’s community and economy |
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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 peoples 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 values

- **Excellence** – we excel in resolving complex service delivery issues, in partnership with all levels of government and communities
- **Innovation**– we encourage different ideas and opinions to identify solutions that will improve the efficiency and effectiveness of our outcomes
- **Diversity** – we welcome and benefit from the diversity of our staff and our communities, and we champion improved outcomes for women, Aboriginal peoples and Torres Strait Islander peoples, and people from culturally and linguistically diverse backgrounds
- **Accountability** – we behave with transparency and integrity; we take responsibility for our work and our decisions; and we work efficiently to achieve value for money outcomes.

Our strategic opportunities

- Applying an innovative mindset to the development of outcomes that improve economic security and equal opportunities for the Queenslanders we serve
- Building strong relationships with multicultural communities that recognise diverse cultures and encourage unity and harmony
- Closing the Gap through prioritising health, housing and education outcomes in partnership with Aboriginal and Torres Strait Islander communities and other agencies
- Influencing other public sector entities to increase their capacity to be responsive to the needs of women, Aboriginal and Torres Strait Islander Queenslanders, and Queenslanders from culturally and linguistically diverse communities, and to model dynamic, diverse and shared leadership at all levels of their organisation

Our strategic risks

- Balancing finite resources to deliver the department’s strategic objectives, in the context of competing priorities and evolving customer and stakeholder expectations
- Attracting and retaining culturally capable, diverse, skilled and resilient staff
- Maintaining robust information and technology systems, and strong internal controls, to protect against cyber threats and prevent information loss.





We contribute to the following Government Objectives for the community:

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 working collaboratively with communities, sector and industry partners, and Government agencies, to: improve employment and home ownership outcomes for Aboriginal and Torres Strait Islander Queenslanders, grow the economy in our regions, strengthen the economic inclusion of people from culturally and linguistically diverse backgrounds, and foster an environment that enables Queensland women to be economically secure.

A plan for Queensland’s future

- **Planning for Queensland’s future**, by co-ordinating whole-of-government efforts to lift living standards in Aboriginal and Torres Strait Islander communities, particularly in remote and discrete communities where basic amenities are often limited, and by ensuring that Aboriginal and Torres Strait Islander peoples are appropriately included in the planning of the 2032 Olympic and Paralympic Games to showcase Queensland’s cultural heritage, and delivering grant programs and investment to celebrate and support Queensland’s diverse multicultural communities, including the Multicultural Connect grants program and Chinese Culture and Heritage Centre for Cairns.

Our strategic objectives	Our key performance indicators	Our strategies
 Women’s equality and economic security enhanced through participation in Queensland’s community and economy	<ul style="list-style-type: none"> Rate of participation by women on Queensland Government Boards 	<ul style="list-style-type: none"> Enhance women’s economic independence, financial security and well-being through the development of initiatives that focus on education, training, mentorship and employment opportunities Facilitate improved employment outcomes for women who want to transition back into the workforce after having children, caring for family or illness through providing training and practical financial assistance to reduce cost as a barrier to returning to work Support women and girls to succeed in technical roles, including within the resources sector, to secure valuable skilled workers for regional Queensland Enable the delivery of targeted women in leadership programs that empower women to actualise their potential based on merit and recognition Work proactively across agencies to close the gender pay gap Support partnerships fostering gender equality, by working with and through non-government organisations and communities Work across agencies and with other jurisdictions to further embed gender analysis into policy and program development, enhance women’s safety, health and well-being, and promote leadership and participation opportunities for all women
  Aboriginal and Torres Strait Islander Queenslanders’ economic and life outcomes improved	<ul style="list-style-type: none"> Increased number of Aboriginal and Torres Strait Islander businesses securing government procurement Increased value of government procurement from Aboriginal and Torres Strait Islander businesses Improved outcomes for stakeholders who access cultural heritage services 	<ul style="list-style-type: none"> Lift living standards in Aboriginal communities and Torres Strait Islander communities, particularly discrete Aboriginal and Torres Strait Islander communities where basic amenities are often limited Work closely with other agencies to improve health, educational and employment outcomes Work with local leaders and communities to deliver Queenslanders the opportunity to own their own home in their community where regulation does not currently permit Support the recognition, protection and conservation of Aboriginal and Torres Strait Islander cultural heritage Ensure Aboriginal and Torres Strait Islander peoples are appropriately included in the planning of the 2032 Olympic and Paralympic Games to showcase our cultural heritage Work in partnership with Aboriginal and Torres Strait Islander organisations, services and communities on Closing the Gap prioritising health, housing and education outcomes Continue to provide Aboriginal peoples and Torres Strait Islander peoples and their representatives, with access to restricted historical departmental records related to community and personal histories
 Social and economic outcomes enhanced for people from culturally and linguistically diverse backgrounds, through participation in Queensland’s community and economy	<ul style="list-style-type: none"> Increased overall satisfaction by Queensland Government entities with advice provided to support the implementation of the <i>Multicultural Recognition Act 2016</i> 	<ul style="list-style-type: none"> Facilitate an environment where multicultural communities want to call Queensland home by harnessing their skills and expertise and working together to build an equitable and socially cohesive Queensland Continue to celebrate the cultural practices of all multicultural communities and celebrate the full participation of these communities in Queensland's way of life Work with communities, sector and industry partners, and Government agencies to influence, facilitate and promote economic and social inclusion of people from migrant, refugee, and asylum seeker backgrounds, and Australian South Sea Islander people Work across the Queensland public sector to support diversity and inclusion, and cultivate fair and accessible opportunities, pathways and services for all Invest in the Chinese Culture and Heritage Centre in Cairns, to showcase the rich cultural heritage and historical contribution of the Chinese community to Far North Queensland Advocate for the multicultural community with Commonwealth agencies to identify opportunities for migrants to work at their skill level, where appropriate Administer grant programs – including the new Multicultural Connect grants program - that strengthen a multicultural Queensland