

DATSIP 2018–2022

STRATEGIC PLAN

ACKNOWLEDGEMENT

We pay our respects to Elders past and present who have given us strength, inspiration and guidance to create a better Queensland.

WHAT WE BELIEVE IN

OUR VISION

Aboriginal peoples and Torres Strait Islander peoples participate fully in Queensland’s vibrant economic, social and cultural life.

OUR VALUES

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

OUR PRINCIPLES

- Respect
- Safety and wellbeing
- Our partner’s success is our success
- We are accountable and outcomes focused
- We engage, include, empower and enable.

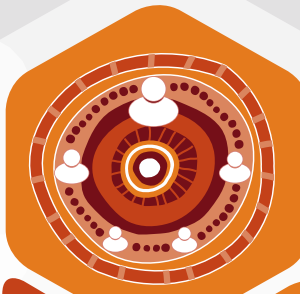
BUSINESS, HOME & LAND OWNERSHIP

CREATE JOBS IN A STRONG ECONOMY*



SAFE & CONNECTED COMMUNITIES

KEEP COMMUNITIES SAFE*
GIVE ALL OUR CHILDREN A GREAT START*



JOB OPPORTUNITIES

CREATE JOBS IN A STRONG ECONOMY*



OUTCOME: ECONOMIC PARTICIPATION

OUTCOME: COMMUNITY PARTICIPATION

OUR ENABLERS

CULTURES & HERITAGE

BE A RESPONSIVE GOVERNMENT*



CAPABILITY, INNOVATION & GOVERNANCE

BE A RESPONSIVE GOVERNMENT*



COMMUNITY KNOWLEDGE & PARTNERSHIPS

BE A RESPONSIVE GOVERNMENT*



WHO WE ARE



OUR PURPOSE

To increase the economic participation, improve the community participation, and promote the cultural recognition, of Aboriginal and Torres Strait Islander Queenslanders.

OUR CUSTOMERS

Our customers are Aboriginal peoples and Torres Strait Islander peoples living in urban, regional, rural and remote communities across Queensland.

OUR PARTNERS

Industry bodies and businesses

Universities and the philanthropic sector

Aboriginal and Torres Strait Islander leaders and visionaries, both young and old

Peak bodies and community organisations

Aboriginal and Torres Strait Islander Elders

Australian, Queensland and Local Governments

OUR ROLE

We provide whole-of-government policy leadership and advice to:

- **address the disparity** in the areas of employment, health, education, justice, child safety and housing outcomes between Aboriginal and Torres Strait Islander and non-Indigenous Queenslanders
- **increase job opportunities** for young Aboriginal people and Torres Strait Islander people seeking employment
- **strengthen and grow** Aboriginal and Torres Strait Islander businesses
- **empower, enable and support non-government organisations** to design and deliver programs that strengthen Aboriginal and Torres Strait Islander communities
- **build, facilitate and maximise collaboration and coordination** across governments and industry on Aboriginal and Torres Strait Islander initiatives
- **build cultural capability** across the public sector, to help agencies develop and implement cultural capability in their own departments.

We deliver specific programs and services that result in:

- **increased employment and business opportunities** in government and various industry sectors
- **increased number** of Aboriginal and Torres Strait Islander Queenslanders owning their homes in remote communities
- **improved business capability** and sector capacity to tender for government contracts
- **the transfer** of identified state-owned lands and national parks to formal Aboriginal ownership
- **the protection** and valuing of Aboriginal and Torres Strait Islander heritage and cultures
- **the connection** of Aboriginal and Torres Strait Islander Queenslanders to their community and family histories
- **addressing the impact of domestic and family violence** in Aboriginal and Torres Strait Islander communities.

WHAT WE WILL DO



OUR STRATEGIC OBJECTIVES
AND STRATEGIES

OUR MEASURES
OF SUCCESS

QUEENSLAND
GOVERNMENT'S
OBJECTIVES FOR
THE COMMUNITY

OUTCOME: INCREASED ECONOMIC PARTICIPATION



Create more job opportunities

- Maximise employment opportunities for Aboriginal peoples and Torres Strait Islander peoples
- Provide post-job placement and support
- Increase Aboriginal and Torres Strait Islander employee participation in the Queensland public sector through cross-cultural capability planning across agencies and the Public Service Commission's *Inclusion and Diversity Strategy 2015–2020*
- Drive the whole-of-government *Moving Ahead Strategy*, supporting the development of policies and programs to increase the participation of Aboriginal peoples and Torres Strait Islander peoples in the Queensland economy
- Lead the co-ordination and implementation of infrastructure investment programs to enable economic development, community capacity building and long-term skills development of local Aboriginal peoples and Torres Strait Islander peoples.

- » *Increase in Aboriginal and Torres Strait Islander jobs*
- » *Increase in Aboriginal and Torres Strait Islander successful job outcomes – employment over 3 months*

CREATE JOBS
IN A STRONG
ECONOMY.



Grow emerging businesses and increase home and land ownership

- Help sustain and grow Aboriginal and Torres Strait Islander businesses through capacity building and increased procurement opportunities in line with the Queensland Indigenous Procurement Policy
- Pilot innovative projects with the Aboriginal and Torres Strait Islander business sector to ensure that capability building investment is co-designed and collaboratively invested across the Queensland Government
- Facilitate and promote economic independence of Aboriginal and Torres Strait Islander women through entrepreneurship and business development
- Support economic development opportunities for Traditional Owners
- Transfer identified state-owned lands and national parks to formal Aboriginal ownership in Far North Queensland
- Work with our strategic partners to make houses available for ownership in remote and discrete Aboriginal and Torres Strait Islander communities
- Work with councils and Traditional Owners on negotiating Indigenous Land Use Agreements to support economic and enterprise development, and home ownership
- Undertake Master Planning in remote Aboriginal and Torres Strait Islander communities to prepare for future development opportunities
- Support initiatives under the *Queensland Housing Strategy 2017–2027* and support the development of an Aboriginal and Torres Strait Islander Housing Action Plan.

- » *Increase in Aboriginal and Torres Strait Islander businesses securing government and industry procurement*
- » *Increase in value of government procurement from Aboriginal and Torres Strait Islander businesses*
- » *Increase in houses made available for ownership through Queensland Government investment*
- » *Number of hectares of Cape York Peninsula and Far North Queensland land transferred to Traditional Owners*
- » *Number of communities with Indigenous Land Use Agreements in place*

CREATE JOBS
IN A STRONG
ECONOMY.

OUTCOME: IMPROVED COMMUNITY PARTICIPATION



Support safe, caring and connected communities

- Partner with all levels of government, industry and community representatives, including Elders' groups, to work towards closing the gap between Aboriginal and Torres Strait Islander and non-Indigenous Queenslanders in the priority areas of health, child safety, justice, housing, jobs and education, including early childhood
- Lead the implementation of the Government's Response to the Queensland Productivity Commission Inquiry on service delivery in remote and discrete Aboriginal and Torres Strait Islander communities
- Work with Queensland's Welfare Reform communities to build on achievements to date and collaboratively consider how to support communities into the future
- Continue to work with Aboriginal and Torres Strait Islander communities that have Alcohol Management Plans to support them with the management of alcohol in their communities
- Lead the next phase of implementation of the Aurukun four-point plan to support local leadership to embed sustainable outcomes for the community
- Continue to implement the social reinvestment project to improve community identified economic and social outcomes in remote and discrete communities
- Continue to connect Aboriginal peoples and Torres Strait Islander peoples to their community and family histories
- Contribute to the implementation of the Queensland Government's response to the Report on the *Royal Commission into Institutional Responses to Child Sexual Abuse*
- Support the implementation of the National Disability Insurance Scheme
- Implement relevant actions in the *Queensland Government's Domestic and Family Violence Prevention Strategy 2016–2026*
- Contribute to the Queensland Government's child and family reform agenda through the Our Way Strategy and action plan.

- » *Customer survey – Community and Personal Histories services*

KEEP
COMMUNITIES
SAFE.

GIVE ALL OUR
CHILDREN A
GREAT START.

WHAT WE WILL DO



OUR STRATEGIC OBJECTIVES AND STRATEGIES

OUR MEASURES OF SUCCESS

QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

OUTCOME: IMPROVED COMMUNITY PARTICIPATION *(Continued)*



Support communities to value cultures and heritage

- Lead the implementation of the whole-of-government Reconciliation Action Plan and lead whole-of-government initiatives that promote reconciliation
- Administer and manage the Aboriginal and Torres Strait Islander cultural heritage legislation
- Support communities to preserve Aboriginal and Torres Strait Islander languages and promote reconciliation and culture
- Support events that enhance appreciation of Aboriginal and Torres Strait Islander cultures
- Work with partner agencies to develop legislation to recognise Torres Strait Islander traditional child rearing practices.

- » *Customer survey – Cultural heritage searches*

BE A RESPONSIVE GOVERNMENT.

OUR ENABLERS



Create a capable, agile and innovative organisation and strengthen governance

- Maximise the department's workforce performance through contemporary, future-focussed and innovative human resource management approaches
- Implement strategies to achieve the department's 2021–22 workforce diversity targets
- Embed a culture of innovation and continuous improvement to deliver more flexible, effective and efficient services
- Promote accountability through good governance and robust business practices
- Develop a plan for strategic resource allocation and investment
- Strengthen organisational capability through the implementation of DATSIP's Capability Blueprint
- Invest in technology that supports the delivery of departmental services.

- » *Staff achievement and capability plans developed*
- » *Increase in workplace diversity*
- » *Program and project performance against budget allocation*
- » *Cultural Capability Action Plan deliverables implemented*

BE A RESPONSIVE GOVERNMENT.



Know our communities and build and strengthen partnerships

- Review the Ministerial and Government Champion Program to take into account the response to the Queensland Productivity Commission report into service delivery in Queensland's remote and discrete Aboriginal and Torres Strait Islander communities
- Maintain comprehensive knowledge of our customer communities
- Reframe the relationship between government and Aboriginal and Torres Strait Islander Queenslanders including implementing outstanding actions from the *Queensland Government's Response to the Reparations Taskforce Recommendations Report*
- Build respectful relationships and cultural understanding to promote and advance reconciliation
- Continue to build effective and sustainable partnerships with community representatives, industry groups, government agencies and other key stakeholders to influence and drive positive outcomes for Aboriginal and Torres Strait Islander communities
- Establish networks and communication mechanisms to promote knowledge sharing with government agencies, industry and the broader community.

- » *Currently under development*

BE A RESPONSIVE GOVERNMENT.

OUR STRATEGIC RISKS AND OPPORTUNITIES

STRATEGIC RISKS

Failure to strategically influence government agencies in the development and implementation of Aboriginal and Torres Strait Islander policies and programs leads to reduced confidence in the department's ability to effectively develop and co-ordinate whole-of-government policy.

Changes to economic conditions impact on employment in key industry areas resulting in restricting the department's ability to improve employment outcomes for Aboriginal and Torres Strait Islander Queenslanders.

Failure to have robust cybercrime prevention and detection systems in place leads to an increase in cyber security incidents or threats and related costs.

Failure to ensure that economic and community participation policies and programs meet the needs and aspirations of Aboriginal and Torres Strait Islander Queenslanders.

OPPORTUNITIES

Work in partnership with the community and agencies to co-design and co-lead policies, programs and services that improve outcomes for Aboriginal and Torres Strait Islander Queenslanders.

Identify innovative solutions, and develop strategic partnerships to build capacity and improve employment outcomes for Aboriginal and Torres Strait Islander Queenslanders.

Identify and implement robust information technology solutions to protect data and business management systems that support service delivery.

Develop and enhance initiatives aimed at ensuring Aboriginal and Torres Strait Islander Queenslanders are key partners in the design, commissioning and delivery of services for their community.