# Summary of Breaking Cycles 2023–2025 Actions

The plan and actions:

* have been built around the below 8 priority areas of focus, identified through community and stakeholder consultation and engagements,
* are aligned to the Family Matters Building Blocks, Closing the Gap Priority Reforms, and Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan; and
* include a number of draft actions pending 2023-24 Budget outcomes.

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| --- | --- | --- | --- |
| Priority Area | Family Matters Building Blocks | Closing the Gap priority reforms | Safe and Supported: Aboriginal and Torres Strait Islander first action plan |
| 1. Transformative Systems Change | 1, 2, 3, 4 | 1, 3 | 2 |
| 1. Investment in the Aboriginal and Torres Strait Islander Community-Controlled Sector | 1, 4 | 2, 3 | 2 |
| 1. Delegated Authority | 2, 3 | 1, 2 | 1 |
| 1. Prevention and Early Intervention | 1, 2 | 2 | 2, 5 |
| 1. Family Participation and Control of Decision Making | 2, 3 | 1, 2 | 2, 5 |
| 1. Aboriginal and Torres Strait Islander Workforce | 1 | 2 | 4 |
| 1. Cross-Government Commitment to Address Over-Representation and Improve Wellbeing Outcomes | 1, 3 | 3 | 8 |
| 1. Voice, Accountability and Oversight | 2, 4 | 1, 2, 4 | 3, 7 |

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| Family Matters Building Blocks | Closing the Gap priority reforms |
| A pink circle with white lines  Description automatically generated with medium confidenceAll families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive | 1. Formal Partnerships and Shared Decision Making |
| A blue and white circle  Description automatically generated with low confidenceAboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children | 1. Building the Community-Controlled Sector |
| A picture containing circle, graphics, colorfulness  Description automatically generatedLaw, policy and practice in child and family welfare are culturally safe and responsive | 1. Transforming Government Organisations |
| A green circle with white lines  Description automatically generated with medium confidenceGovernments and services are accountable to Aboriginal and Torres Strait Islander peoples | 1. Shared Access to Data and Information at a Regional Level |
| Safe and Supported Aboriginal and Torres Strait Islander First Action Plan | |
| 1. Delegated Authority | |
| 1. Investing in the Aboriginal and Torres Strait Islander Community Controlled Sector | |
| 1. Data Sovereignty | |
| 1. Aboriginal and Torres Strait Islander Workforce | |
| 1. Active Efforts | |
| 1. Legal Supports | |
| 1. Advocating for Accountability and Oversight | |
| 1. Social Determinants of Child Safety and Wellbeing | |

# Acronyms

|  |  |
| --- | --- |
| **Abbreviation** | **Title** |
| ATSICCO | Aboriginal and Torres Strait Islander community-controlled organisation |
| ADF | Australian Defence Force |
| ATSICPP | Aboriginal and Torres Strait Islander Child Placement Principle |
| COE | Centre of Excellence |
| DCSSDS | Department of Child Safety, Seniors and Disability Services |
| DJAG | Department of Justice and Attorney-General |
| DOE | Department of Education |
| DOH | Department of Housing |
| DTATSIPCA | Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts |
| DYJESBT | Department of Youth Justice, Employment, Small Business and Training |
| FPP | Family Participation Program |
| FWS | Family Wellbeing Services |
| QAIHC | Queensland Aboriginal and Islander Health Council |
| QATSIC | Queensland Aboriginal and Torres Strait Islander Coalition |
| QATSICPP | Queensland Aboriginal and Torres Strait Islander Child Protection Peak |
| QATSIH | Queensland Aboriginal and Torres Strait Islander Housing |
| QFCC | Queensland Family and Child Commission |
| QFCFB | Queensland First Children and Families Board |
| QH | Queensland Health |
| QMHC | Queensland Mental Health Commission |
| SAE | Standard Australian English |
| SDM | Structured Decision Making |
| SNAICC | Secretariat of National Aboriginal and Islander Child Care |
| SQW | Skilling Queenslanders for Work |

# Breaking Cycles 2023–2025 Actions

***\*****Please note the Outcomes\* are derived from the* [*Our Way Breaking Cycles program logic*](https://www.cyjma.qld.gov.au/resources/campaign/supporting-families/our-way-evaluation-program-logic.pdf)*.*

| Priority Area | Lead agency and partners | Proposed Actions | Deliverables (D) and Success Indicators (SI) | **Outcomes (O)\*** | Rationale | Family Matters Building Blocks | Closing the Gap priority reforms | Safe and Supported action plan |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1: Transformative systems change | **DCSSDS**  DTATSIPCA QFCFB  QATSICPP  FMQ | **1.1** Negotiate a formal partnership agreement between DCSSDS, DTATSIPCA, QFCFB, QATSICPP and FMQ to support implementation and oversight of *Breaking* *Cycles*, the second implementation phase of the *Our Way* strategy.  **Timing:** Year 1 and 2 (2023–24)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031) | **D:** Formal partnership agreement between the DCSSDS, DTATSIPCA, QFCFB, QATSICPP and FMQ, including each parties’ obligations and accountabilities at the state, regional and local levels, and consistent with the:   * strong partnership elements contained in the National Agreement on Closing the Gap (clauses 32-33) * principles and framework outlined in the SNAICC Guide to Genuine Partnerships.   **SI:** The partnership agreement meets the Close the Gap standard for strong partnership elements.  **SI:** Other Queensland Government agencies commit to negotiate or join the partnership agreement in future Breaking Cycles action plans.  **SI:** Active participation by Queensland Government agencies in the Our Way Interagency Strategic Partnership (Deputy Directors-General) and engagement with the QFCFB. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers change governance arrangements to reflect the genuine partnership with the community and the ATSICCO sector.  **O:** All government agencies and service providers understand their roles and the shared responsibility to achieve the objectives of *Our Way*.  **O:** All government agencies and service providers elevate Indigenous voice, leadership and governance in its strategic planning, policy development and practice. | Genuine and respectful partnerships between governments and Aboriginal and Torres Strait Islander peoples enable self-determination and are critical to the success of the *Our Way* strategy and Breaking Cycles action plans.  As we enter the next implementation phase of *Our Way*, it is timely to review the partnership. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    B  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples  Description automatically generated with medium confidence | **1** | **8** |
| **DCSSDS**  QFCFB  QATSICPP | **1.2** Develop and implement an overarching change management strategy to drive the systems and cultural change within government necessary to achieve reform of the child protection system.  **Timing:** Year 1 (2023)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031) | **D:** Long-term strategic reform plan which identifies how DCSSDS will support systems and cultural change within government and ensure commitments under Breaking Cycles are achieved, co-designed with QATSICPP and taking into consideration plans to:   * improve the cultural safety and responsiveness of decision-making across the child protection continuum * transition investment to the ATSICCO sector within 10years * expand access to prevention and early intervention * scale up delegated authority and the Family Participation Program (FPP) * increase use of family-based care through Family Caring for Family.   **SI:** Successful implementation of the DCSSDS Strategic Plan 2021-2026.  **SI:** The DCSSDS *Our Way* implementation plan addresses the transformation elements of the National Agreement on Closing the Gap (clause 59).  **SI:** Demonstrated understanding from DCSSDS, Queensland Government and sector partners regarding their role in reducing the over-representation of Aboriginal and Torres Strait Islander children and families in contact with child protection. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | The level of transformational change necessary within governments and the ATSICCO sector to achieve the *Our Way* and Closing the Gap target of reducing the over-representation of Aboriginal and Torres Strait Islander children in care is immense.  Breaking Cycles includes a number of concurrent reforms of the child protection system. An overarching change management strategy will provide a plan for how these significant changes to the design and delivery of services for Aboriginal and Torres Strait Islander children and families will be achieved. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples  Description automatically generated with medium confidence | **3** | **3,8** |
| **DCSSDS**  QATSICPP  QFCC | **1.3** Develop and implement a plan to embed all five elements of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP) to the standard of active efforts across the child protection system.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Implementation plan to improve adherence to the ATSICPP across child protection legislation, policy, programs, processes and practice, co-designed with QATSICPP.  **SI:** Assessment of active efforts through the annual Principle Focus Report, Queensland Family and Child Commission (QFCC).  **SI:** Child Safety staff and external agencies are considering the ATSICPP in all elements of their work with Aboriginal and Torres Strait Islander families and this is evidenced in the information and data recorded in Unify.  **SI:** Reduced rates of overrepresentation of Aboriginal and Torres Strait Islander children across the child protection continuum.  **SI:** Increased number of children living with families / reunified with families.  **SI:** Enhanced reporting in real-time on relevant information and outcomes for Aboriginal and Torres Strait Islander children and families. | **O:** Aboriginal and Torres Strait Islander children have a strong sense of identity and pride in Aboriginal and Torres Strait Islander cultures and languages.  **O:** Aboriginal and Torres Strait Islander children grow up in loving and supportive environments where they are free from all forms of harm and abuse.  **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers change services and systems to prioritise community and family-led decision-making.  **O:** All government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | The ATSICPP is the cornerstone of Queensland law and policy acknowledging the importance of family, cultural and community connections to the identity and wellbeing of Aboriginal and Torres Strait Islander children who come into contact with the statutory child protection system. The principle is strongly based on the presumptions that removal of an Aboriginal and Torres Strait Islander child from their family should be an intervention of last resort, and that reunification of a child that has been removed must be a high priority.  This action aligns with Recommendation 10 of the Family Matters Report 2022. | Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples  Description automatically generated with medium confidence | **3** | **5** |
| **DCSSDS**  QATSICPP | **1.4** Review investment and commissioning policy, processes and practice to identify strategies to achieve equitable and sustainable investment in the ATSICCO sector, support innovation and scale up successful approaches, and shift towards community-led, place-based decision-making.  **Timing:**  Years 1 to 3 (2023–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026-2031) | **D:**  An implementation plan, co-designed with QATSICPP to transform approaches to investment and commissioning that enables self-determination and prioritise investment in ATSICCOs to design programs and services which are tailored to meet the needs of their community and adopt a culturally safe, holistic prevention and early intervention approach.  **SI:** Trial of new approach to commissioning.  **SI:** Wider implementation of procurement policy, procedures and specifications which reflect a new approach to investment and commissioning and support the transition of investment to the ATSICCO sector.  **SI:** Shift towards outcomes-based commissioning.  **SI:**  Examples of community-led, place-based decision-making regarding investment.  **SI:**  Increase in funding allocated towards prevention and early intervention. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Aboriginal and Torres Strait Islander children and families are able to access the services of their choice.  **O:** Aboriginal and Torres Strait Islander leaders and ATSICCO lead all policy and decision-making processes related to their communities.  **O:** Funding, procurement and commissioning processes are equitable and reflect the shift in investment and power to the ATSICCO sector.  **O:** All government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | ATSICCO services achieve superior outcomes for their children and families, employ more Aboriginal and Torres Strait Islander peoples, and are often preferred over government and mainstream services. Bolstering efforts designed to strengthen and support families, prevent the removal of children from their families, and support healing from trauma is vital to the success of *Our Way* and Breaking Cycles.  There is a need to grow the proportion of services delivered by ATSICCOs and to ensure the level of investment is proportionate to the service needs and level of system representation of Aboriginal and Torres Strait Islander families.  Empowering Aboriginal and Torres Strait Islander communities and organisations to make decisions about how best to use resources to support their children and families enables self-determination.  In 2020-21, only 14 percent of Queensland’s total expenditure on the child protection system was directed towards family preservation services, with the remainder allocated towards protective care interventions and out-of-home care.  This action aligns with Recommendation 1 and 4 of the Family Matters Report 2022. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **3** | **2** |
| **DCSSDS**  QATSICPP | **1.5** Develop, resource and implement culturally safe and responsive intake and investigation and assessment policy, processes and practice to reduce the number of Aboriginal and Torres Strait Islander children entering the child protection system.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Implementation plan to improve cultural safety and responsiveness and eliminate cultural bias from the earliest points of contact with the child protection system, co-designed with QATSICPP and inclusive of:   * introduction of new intake and investigation and assessment decision-making processes and tools * support for collective decision-making mechanisms * review of mandatory reporting and child protection notification decision-making policy and processes across government agencies.   **D:** Trial of Aboriginal and Torres Strait Islander Intake Officers embedded in Regional Intake Services.  **SI:** Translation rate percent (%) intake to notification, by reporter source (meeting the threshold for a notification indicates greater accuracy by mandatory reporters).  **SI:** Rates of notification.  **SI:** Number of Aboriginal and Torres Strait Islander children subject to a child concern report who are subject to a subsequent child concern report or notification within six and 12 months.  **SI:** Number and rate of Aboriginal and Torres Strait Islander children subject to a substantiated notification.  **SI:** Number of referrals to ATSICCOs at the point of Intake or Investigation and Assessment. | **O:** Improved collaboration among system stakeholders to enable the delivery of seamless and culturally appropriate supports.  **O:** All government agencies and service providers change services and systems to prioritise community and family-led decision-making.  **O:** All government agencies and service providers are culturally competent and redress instances of structural racism within their organisations.  **O:** All government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs.  **O:** All government agencies and service providers elevate Indigenous voice, leadership and governance in its strategic planning, policy development and practice. | In 2022, the Queensland Government ceased use of Structured Decision Making (SDM) assessment tools for Aboriginal and Torres Strait Islander children in relation to family risk and reunification. Replacing SDM with culturally informed assessment tools, alongside decision-making by Aboriginal and Torres Strait Islander peoples, will reduce racism and cultural bias from the current system.  Mandatory reporters make a high level of reports to the child protection system that do not meet the threshold for Investigation and Assessment. Examining the referral behaviour of mandated reporters, including their use of the Queensland Child Protection Guide will be key to reducing the number of Aboriginal and Torres Strait Islander children who come into contact with the system.    This action aligns with Recommendation 11 of the Family Matters Report 2022. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **5** |
| **DJAG**  DCSSDS  QFCC  QATSICPP | **1.6**  Review the intersect of the blue card system with the kinship care approval system, including processes and practice, to improve the experience of and outcomes for Aboriginal and Torres Strait Islander peoples and organisations, and enable more children to be cared for by family.    **Timing:** Years 1 and 2 (2023–2024) | **D:** Implementation plan to reduce barriers to Aboriginal and Torres Strait Islander peoples being issued a blue card and approved as kinship carers.  **SI:** Number of positive and negative blue card notices issued to Aboriginal and Torres Strait Islander kinship care blue card applicants.  **SI:** Number of kinship care applications by Aboriginal and Torres Strait Islander peoples that are withdrawn, declined and approved.  **SI:** Proportion of Aboriginal and Torres Strait Islander children cared for by kin. | **O:** All government agencies and service providers embed the principles of *Our Way* in its strategic planning, policy development and frontline service delivery responses.  **O:** Improved collaboration among system stakeholders to enable the delivery of seamless and culturally appropriate supports.  **O:** All government agencies and service providers are culturally competent and redress instances of structural racism within their organisations. | Cross-agency information sharing, and collaboration allows for a more holistic overview of the end-to-end process for kinship care, noting that DCSSDS and DJAG both have a role in approving carers and household members, which enables actions to be more targeted at improving the process as a whole.  While the number of Aboriginal and Torres Strait Islander kinship carers is increasing, it appears there are differences between suitability assessments for Aboriginal and Torres Strait Islander peoples to care for children with provisionally approved kinship carers subsequently receiving blue card negative notice decisions.  Improving the intersection of the blue card system with the kinship care approval system, including information, communication, processes and practice, will improve the experience of and outcomes for Aboriginal and Torres Strait Islander peoples and organisations, and enable more children to be cared for by family”.  This action aligns with Recommendation 11 of the Family Matters Report 2022. | Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **5** |
| **DCSSDS** | **1.7** Develop and implement culturally safe and responsive complaints management policy, processes and practice to improve Aboriginal and Torres Strait Islander peoples and organisations experience with government agencies that play a role in the lives of their children and families.  **Timing:** Years 1 and 2 (2023–2024) | **D:** Implementation plan to improve the cultural safety and responsiveness of the complaints management systems within the child protection system.  **D:** Develop an agreed definition of cultural safety and principles for culturally responsive complaints management, which embeds Human Rights considerations under S28 of the *Human Rights Act 2019,* to be shared with government partners to inform improvements to their own systems.  **SI:** Number of Aboriginal and Torres Strait Islander peoples accessing a complaints process.  **SI:** Adoption by Queensland Government agencies of agreed principles to inform culturally responsive complaints management. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers embed the principles of *Our Way* in its strategic planning, policy development and frontline service delivery responses.  **O:** All government agencies and service providers are culturally competent and redress instances of structural racism within their organisations. | The proportion of complaints from Aboriginal and Torres Strait Islander peoples is not proportionate with their interactions with government. Culturally safe and responsive complaints management systems are a starting point to address the interpersonal and institutional racism Aboriginal and Torres Strait Islander peoples experience when accessing government and mainstream services.  This action aligns with Recommendation 11 of the Family Matters Report 2022. | Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **3** | **3,5** |
| 2:  Investment in the community-controlled sector | **DCSSDS** | **2.1** Review and identify current spending on Aboriginal and Torres Strait Islander children and families in the child protection system to identify reprioritisation opportunities.  **Timing:** Years 1 and 2 (2023–2024) | **D:** Comprehensive expenditure report detailing the spend on Aboriginal and Torres Strait Islander children and families in the child protection system, developed in collaboration with the ATSICCO sector.  **SI:** The expenditure report is used to inform actions 1.4 and 2.3 through which realignment of expenditure will be determined collaboratively with the ATSICCO sector. | **O:** The ATSICCO sector has access to data and information on their community.  **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met. | Quantifying, analysing and publicly reporting expenditure on programs and services relating to Aboriginal and Torres Strait Islander peoples increases transparency of funding allocations. It will assist government and the ATSICCO sector to understand the impact, effectiveness and efficiency of investment and consider opportunities to better direct government funding to improve outcomes for Aboriginal and Torres Strait Islander children and families. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **3** | **2** |
| **QATSICPP**  DCSSDS | **2.2** Undertake investment reform planning activities with the ATSICCO sector to support readiness for growth in investment.  **Timing:**  Years 1 and 2 (2023–2024) | **D:** ATSICCO sector readiness plan outlining governance, workforce and infrastructure needs to support transition of investment.  **SI:** Comprehensive understanding of current and future workforce and ATSICCO sector informs development of investment reform blueprint. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities. | In 2022, the Queensland Government committed to transition existing investment in child and family sport services from the non-Indigenous to ATSICCO sector within 10-years.  Reform of this scope and significance will require considerable planning and preparation and cooperative relationships among all parties and at all levels.  These actions align with Recommendation 4 of the Family Matters Report 2022. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence | **2** | **2** |
| **DCSSDS**  QATSICPP | **2.3** Develop, resource and implement a strategy to transition investment in services for Aboriginal and Torres Strait Islander children and families to the ATSICCO sector within 10 years.  **Timing:**  Years 2 and 3 (2024–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026-2031) | **D:** Long-term blueprint and implementation plan to transition investment in child and family support services to the ATSICCO sector by 2032, including development of targets and regional transition plans, co-designed with QATSICPP and in consultation with ATSICCOs and non-Indigenous peaks.  **D:** Blueprint to incorporate the co-design of responses geared to the needs of Aboriginal and Torres Strait Islander children and families and the collaborative redesign of existing programs and services.  **D:**  DCSSDS to share learnings from the transition process to encourage the adoption of similar investment policy across Queensland Government.  **SI:** Number of agreements in place to transition services from non-Indigenous providers to ATSICCOs.  **SI:** Proportion of funding transitioned from non-Indigenous service providers to ATSICCOs.  **SI:** Proportion of ATSICCOs engaged with development of the blueprint.  **SI:** Proportion of services delivered by ATSICCOs. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Aboriginal and Torres Strait Islander children and families are able to access the services of their choice.  **O:** Funding, procurement and commissioning processes are equitable and reflect the shift in investment and power to the ATSICCO sector.  **O:** Government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **2** | **2** |
| 3:  Delegated Authority | **DCSSDS**    QATSICPP | **3.1** Implement *Reclaiming our storyline: Transforming systems and practice by making decisions our way* to scale up delegated authority arrangements across Queensland. .  **Timing:**  Years 1 to 3 (2023–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026-2031) | **D:**  Expand the availability of delegated authority arrangements in partnership with QATSICPP.  **SI:**  Number of ATSICCOs participating in delegated authority.  **SI:**  Range of statutory child protection powers and functions delegated to ATSICCOs.  **SI:** Review of Reclaiming our storyline: Transforming systems and practice by making decisions in *Our Way* implementation progress indicates reform is on track with its deliverables. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Aboriginal and Torres Strait Islander leaders and community organisations lead all policy and decision-making processes related to their communities.  **O:** Government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | The delegation of statutory child protection powers and functions under the *Child Protection Act 1999* in relation to an Aboriginal and Torres Strait Islander child to the CEO of an ATSICCO gives practical effect to the principle in the Act that recognises the right of Aboriginal and Torres Strait Islander peoples to self-determination.  Early success has demonstrated what can be achieved through Delegated Authority and has generated strong interest in the ATISCCO sector to expand the initiative across the state.  This action aligns with Recommendation 6 of the Family Matters Report 2022. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **1,2** | **1** |
| 4:  Prevention and early intervention | **DCSSDS**  QATSICPP | **4.1** Increase investment in Aboriginal and Torres Strait Islander Family Welling Services (FWS) to expand access to prevention and early intervention supports that strengthen families and communities and mitigate the risk of children and families experiencing vulnerability and disadvantage entering the child protection system.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Agreed definition of prevention and early intervention approach and activities within FWS.  **D:** Agreed target for proportion of FWS funding allocated towards prevention and early intervention.  **D:** Implementation plan to expand access to prevention and early intervention supports through the existing network of FWS.  **SI:** FWS capacity to provide prevention and early intervention supports. | **O:** Aboriginal and Torres Strait Islander children grow up in loving and supportive environments where they are free from all forms of harm and abuse.  **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities. | An independent evaluation of FWS found they are not adequately resourced to meet demand. As a result, service delivery is diverted to crisis interventions with families experiencing extreme vulnerability, rather than the broad range of early supports originally intended when the program was designed. Additional investment would broaden the scope of services offered through FWS.  This action aligns with Recommendation 1 of the Family Matters Report 2022. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence | **2** | **2, 5** |
| **DCSSDS**  QATSICPP ATSICCOs | **4.2** As part of the investment and commissioning reform and transition of investment processes (Actions 1.4 and 2.3), ATSICCOs are empowered to re-design programs and services to ensure responses are tailored to meet the needs of their community and adopt a culturally safe, holistic prevention and early intervention approach.  **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026-2031) | **D:** Commissioning and procurement strategy to support the design/re-design and delivery of programs and services, taking into consideration the need to:   * develop an agreed definition of holistic prevention and early intervention approach and activities * shift investment towards strengthening and supporting families and communities to care for their children * develop a funding model for regional and remote service delivery that recognises the increased costs of delivering programs and services in these areas.   **SI:** Examples of community-led, place-based prevention and early intervention responses.  **SI:** Increase investment within the child protection system allocated towards prevention and early intervention.  **SI:**  Review of early intervention investment indicates all programs being delivered by ATSICCOs have been genuinely co-designed with the ATSICCO sector. | **O:** Aboriginal and Torres Strait Islander children enjoy high levels of social and emotional wellbeing  **O:** Aboriginal and Torres Strait Islander children have a strong sense of identity and pride in Aboriginal and Torres Strait Islander cultures and languages  **O:** Aboriginal and Torres Strait Islander children grow up in loving and supportive environments where they are free from all forms of harm and abuse.  **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Aboriginal and Torres Strait Islander children and families are able to access the services of their choice.  **O:** Government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | In 2020-21, only 14 percent of Queensland’s total expenditure on the child protection system was directed towards family preservation services, with the remainder allocated towards protective care interventions and out-of-home care.  Bolstering efforts designed to strengthen and support families, prevent the removal of children from their families, and support healing from trauma is vital to the success of *Our Way* and Breaking Cycles.  This action aligns with Recommendation 1 of the Family Matters Report 2022. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence | **2** | **2, 5** |
|  | **QH** | **4.3** Implementation of the Growing Deadly Families (GDF) Aboriginal and Torres Strait Islander Maternity Services Strategy 2019-2025 (GDF Strategy) in partnership with Frist Nations Health Office. The GDF Strategy is Queensland’s Aboriginal and Torres Strait Islander maternal and child health strategy aimed at providing culturally safe and secure maternity services across Queensland to realise the Strategy’s vision that ‘All Aboriginal and Torres Strait Islander babies in Queensland are born healthy, into strong resilient families’.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Maternity services for Aboriginal and Torres Strait Islander families are co-designed and delivered with the community in partnership with providers including Hospital and Health Services and Aboriginal and Torres Strait Islander Community Controlled Health Organisations  **D**: All women in Queensland pregnant with Aboriginal and/or Torres Strait Islander babies have access to woman-centred, comprehensive and culturally capable maternity care  **D:** Develop a statewide Aboriginal and Torres Strait Islander maternity workforce plan to increase the number of Aboriginal and Torres Strait Islander staff working within maternity models.  **D:** Develop Aboriginal and Torres Strait Islander maternal and child health guidelines to support cultural capability of staff  D:Ensure Queensland Health child protection liaison services are culturally capable, adhere to the Aboriginal and Torres Strait Islander child placement principles (prevention, partnership, placement, participation and connection) and can work in collaboration with Cultural Practice Advisors and services providers in ensuring safety for the mother and child  **SI:** Maternity services provided in partnership with community, primary, secondary and tertiary services  **SI:** Maternity services are integrated or co-located with wrap-around social support services  **SI:** More pregnant women reporting continuity of midwifery carer  **SI:** Increased social and emotional wellbeing, support and referral  **SI:** Midwifery continuity of carer models throughout QLD with partnerships with Aboriginal and Torres Strait Islander Community Health to deliver co-designed, holistic care throughout pregnancy, postnatal and First 1000 days.  **SI:** Aboriginal and Torres Strait Islander community consultation, leadership and co-design in relation to maternity services occur using a collaborative governance approach. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers elevate Aboriginal and Torres Strait Islander voice, leadership and governance in its strategic planning, policy development and practice. | Investing in the health of mothers and babies is key to gaining long term sustainable improvements in the health and wellbeing of Aboriginal and Torres Strait Islander peoples. Newborns have a better chance to a healthy start to life when their mothers are healthy and supported, before and during pregnancy and after birth. Aboriginal and/or Torres Strait Islander women have lacked options in relation to maternity care therefore minimising choice. Choice and control in maternity care are intertwined, are integral to the provision of woman centred culturally appropriate maternity care and are vital to encourage self-determination. The GDF program has invested in establishing and growing First Nations maternity models across the state which have improved access to timely, culturally safe, secure maternity and birthing services that are making strides in closing the gap in maternal and birth outcomes and experiences. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **3** | **7** |
| 5:  Family participation and control of decision-making | **DCSSDS**  QATSICPP | **5.1** Increase investment in the FPP to embed family-led decision-making across the child protection systems.  **Timing:** Years 2 to 3 (2024–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026–2031) | **D:** Evaluation report on the FPP.  **D:** Implementation plan to expand access to family-led decision-making through the FPP.  **SI**: $20 Million new funding invested in FPP for family-led decision-making over four years.  **SI:** FPP capacity to provide family-led decision-making at all points along the child protection continuum. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Government agencies and service providers change services and systems to prioritise community and family-led decision-making. | FPP is highly valued as a mechanism for families to have voice and genuine participation in child protection decision-making. Self-determination could be further enabled by scaling up the program to ensure Aboriginal and Torres Strait Islander family-led decision making is enabled at all points along the child protection continuum.  This action aligns with Recommendation 5 of the Family Matters Report 2022. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence | **1,2** | **2, 5** |
| **DCSSDS / QATSICPP**  ATSICCOs | **5.2** Develop, resource, implement and evaluate the *Family Caring for Family* model of care to identify and support family to care for their children in community and maintain connections to family, culture and country.  **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026–2031) | **D:** Action research report on Family Caring for Family to document learnings and inform the future scale up of the model across Queensland.  **D:** Implementation and evaluation plans to support the rollout of the Family Caring for Family model.  **D:** Two trials of the Family Caring for Family model of care, designed and delivered in partnership with QATSICPP and ATSICCOs.  **SI:** Proportion of Aboriginal and Torres Strait Islander children cared for by kin. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Government agencies and service provider’s change. services and systems to prioritise community and family-led decision-making. | In 2020-21, Queensland had the second lowest rate of children placed with Aboriginal and Torres Strait Islander family or kin of all states and territories. This suggests serious and systemic problems with implementing the ATSICPP and represents an unacceptable risk for Aboriginal and Torres Strait Islander children in care maintaining connections with their family, community and culture.  The Family Caring for Family model of care is a new approach to kinship care. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive  Description automatically generated | **1,2** | **2, 5** |
| 6:  Aboriginal and Torres Strait Islander workforce | **QATSICPP**  DCSSDS | **6.1** Undertake scoping activities with the ATISCCO sector to inform the development of strategies for a strong and sustainable workforce.  **Timing:** Year 1 (2023) | **D:** ATSICCO sector scoping report mapping the existing sector footprint and identifying current and projected workforce and infrastructure needs.  **SI:**  Comprehensive understanding of current and future workforce and ATSICCO sector needs to inform development of sector strengthening plan. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities. | A strong, supported, empowered workforce is essential to improving wellbeing outcomes for Aboriginal and Torres Strait Islander children and families.  The transition of decision-making authority, resources and responsibility to the ATSICCO sector will require a significant and sustained investment in the size and capabilities of the Aboriginal and Torres Strait Islander workforce.  Place-based strategies to support ATSICCOs to attract, develop, support and retain local Aboriginal and Torres Strait Islander peoples are needed. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence | **2** | **4** |
| **DCSSDS**  QATSICPP  DTATSIPCA  DYJESBT | **6.2** Develop, resource and implement a strategy to support the ongoing development and growth of the ATSICCO child and family services sector.  **Timing:** Years 2 and 3 (2024–2025)  \*Ongoing implementation in Breaking Cycles Action Plans 2 and 3 (2026–2031). | **D:** Sector strengthening plan for ATSICCO child and family services, including development of local implementation plans, co-designed with QATSICPP and consistent with the:   * strong community-controlled sector elements contained in the National Agreement on Closing the Gap (clauses 45 ) * four streams of workforce, capital infrastructure, service provision and governance contained in the National Agreement on Closing the Gap (clause 51).   **SI:** Dedicated, equitable and sustainable funding models for ATSICCO child and family services.  **SI:** Proportion of staff in ATSICCO child and family services who identify as Aboriginal and/or Torres Strait Islander.  **SI:** Staff retention rates in ATSICCO child and family services.  **SI:** Qualification levels of staff employed by ATSICCO child and family services. | **O:** The community-controlled sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** Government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence | **2** | **4** |
|  | **DYJESBT** | **6.3** Increase participation, completion and employment for Aboriginal and Torres Strait Islander parents and young people exiting long-term care.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Skilling Queenslanders for Work (SQW) will continue supporting Aboriginal and Torres Strait Islander peoples into employment.  **SI:**  The number of Aboriginal and Torres Strait Islander peoples who have received assistance since 1 July 2015. Note data is cumulative as at 1 July 2015.  The percentage of Aboriginal and Torres Strait Islander peoples who have exited a program and have experienced a positive outcome - either securing employment, going on to further study or undertaking a combination of both.  Positive outcomes (percentage) for Aboriginal and Torres Strait Islander peoples 12 months after exiting a SQW program (Queensland Government Statistician’s Office SQW Survey Report December 2021).  **D:** Indigenous Workforce and Skills Development Grant program (IWSDG) – the program aims to create training and employment pathways for up to 800 Aboriginal and Torres Strait Islander peoples to increase their likelihood of greater economic and social participation.  There are two funding rounds over two years up until 30 June 2024. Successful projects are yet to be announced, the first funding round closed on 4 May 2023.  **D:** Back to Work – Continue to support Aboriginal and Torres Strait Islander peoples into employment through initiative.  **SI:** The number of Aboriginal and Torres Strait Islanders assisted and who have exited an IWSDG project either securing employment, going on to further study or achieving a combination of both.  **(D)** Back to Work – Continue to support Aboriginal and Torres Strait Islander peoples into employment through initiative.  **(SI)** The number of Aboriginal and Torres Strait Islander jobseekers who have benefitted from assistance since 1 July 2016. Note data is cumulative as at 1 July 2016.  **(SI)** The number of businesses who have supported employment opportunities for Aboriginal and Torres Strait Islander jobseekers. | **O:** Supports self-determination and local decision-making, and delivery of place-based solutions to skills, employment and workforce challenges/needs.  **O:** IWSDG has a project-based delivery model and will fund Indigenous-led projects to address a training and skills challenge or opportunity, with a specific focus on activities that support job outcomes and improved economic participant and advantage. | SQW represents a commitment to increase workforce participation, drive job growth and strengthen the performance of the Queensland economy by improving skills development and work opportunities for disadvantaged Queenslanders.  Tailored, local community-based support is offered to young people, mature-age job seekers, Aboriginal and Torres Strait Islander peoples, people with disability, women re-entering the workforce, Australian Defence Force (ADF) veterans, recently released prisoners, and people from culturally and linguistically diverse backgrounds.  IWSDG is a key action under Paving the Way – First Nations Training Strategy. It is a commitment to fund Indigenous designed and led projects that support or respond to local training and workforce needs.  The program specifically targets Aboriginal and Torres Strait Islander peoples who are seeking local training and employment opportunities.  Back to Work provides businesses the confidence to employ Queenslanders who have experienced a period of unemployment and help workers facing disadvantage in the labour market.  Back to Work focuses on financial and non-financial support for jobseekers, employers and their employees who identify as belonging to specific target groups including Aboriginal and Torres Strait Islander peoples. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence | **2** | **4** |
| 7:  Cross-government commitment to address over-representation and improve wellbeing outcomes | **DCSSDS**  All state government agencies | **7.1** Implement the Aboriginal and Torres Strait Islander Wellbeing Outcomes Framework across Queensland Government to guide planning and decision-making as it relates to the wellbeing outcomes of Aboriginal and Torres Strait Islander children and families.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Implementation and communication plan to develop and trial a training and resources package to increase whole-of-government engagement with the *Our Way* strategy and use of the Wellbeing Outcomes Framework.  **SI:**  Demonstrated awareness and understanding of Queensland Government agencies regarding the Wellbeing Outcomes Framework.  **SI:** Examples of application of the Wellbeing Outcomes Framework in DCSSDS and other Queensland Government agencies in relation to policy, service delivery and investment design and decisions. | **O:** All government agencies and service providers demonstrate strong awareness of and commitment towards the *Our Way* strategy.  **O:** All government agencies and service providers understand their roles and the shared responsibility to achieve the objectives of *Our Way*.  **O:** All government agencies and service providers embed the principles of *Our Way* in its strategic planning, policy development and frontline service delivery processes. | The success of the *Our Way* strategy is dependent on a genuine whole-of-government commitment and coordinated approach to improve wellbeing outcomes for Aboriginal and Torres Strait Islander children and families and address the drivers of over-representation in the child protection system.  The Wellbeing Outcomes Framework can be used to inform government investment and the development and evaluation of policies, programs and services for Aboriginal and Torres Strait Islander children and families.  DCSSDS has the lead role on behalf of Queensland Government to work with partner agencies to drive and confirm commitment to the Wellbeing Outcomes Framework, endorsed by all partners in 2021. | Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **8** |
| **QH**  QAIHC  QATSICPP DCSSDS | **7.2** Review all Health Equity Strategies 2022–2025 to ensure they contain commitments and actions that will increase access to culturally safe health and mental health services and supports for Aboriginal and Torres Strait Islander children and families experiencing vulnerability and disadvantage.  **Timing:** By 2025–26; three years from public release of each First Nations Health Equity Strategy. | **D:** Each Health Equity Strategy includes:   * identified actions to increase access for Aboriginal and Torres Strait Islander children and families experiencing vulnerability, including children and families at risk of entering the child protection system and children in care * identified actions to increase the capacity and capability of staff to provide culturally responsive, child-centred practice.   **D:**  MBS 715 Health checks will be provided for all First Nations children entering the child protection system/out-of-home care based on the core elements of the National Clinical Assessment Framework for Children and Young People in Out-of-Home Care that was agreed under Close the Gap (Table 1 pg. 12). Aboriginal and Torres Strait Islander community-controlled health organisations will be supported to undertake these health checks as the preferred provider, where able.  The outcomes from these health checks and the services that may be required as a result will be utilised to help inform the deliverables to be embedded in the Health Equity Strategies deliverable above.  **SI:** QH provides targeted and coordinated responses to Aboriginal and Torres Strait Islander families experiencing disadvantage and/or at risk of entering the child protection system.  **SI:** QH Aboriginal and Torres Strait Islander consumer surveys indicate health services and care enhance the wellbeing of children and families.  **SI:** Actively eliminate of racial discrimination and institutional racism within Hospital and Health Services.  **SI:** Increase access to healthcare services.  **SI:** Influence the social, cultural and economic determinants of health.  **SI:** Deliver sustainable, culturally safe and responsive healthcare services.  **SI:** Work with Aboriginal and Torres Strait Islander communities and organisations to design, deliver, monitor and review services.  **SI:** Increase workforce representation of Aboriginal and Torres Strait Islander peoples across all levels of health professions and employment streams at least proportionate with the health service area’s Aboriginal and Torres Strait Islander population. | **O:** Aboriginal and Torres Strait Islander children are born healthy and strong.  **O:** Aboriginal and Torres Strait Islander children thrive in their early years.  **O:** Aboriginal and Torres Strait Islander children enjoy high levels of social and emotional wellbeing. | The Queensland Government, through the development of the Health Equity Framework, has committed to:   * achieve health equity and improve Aboriginal and Torres Strait Islander outcomes * eliminate institutional racism and racial discrimination from the public health sector, and * strengthen decision-making and power sharing arrangements with Aboriginal and Torres Strait Islander peoples.   All 16 Hospital and Health Services have released their inaugural legislated First Nations Health Equity Strategy. At the legislated three-year review timeframe, discussions will occur with prescribed Aboriginal and Torres Strait Islander stakeholders and local community advisory groups about the needs of Aboriginal and Torres Strait Islander children and families experiencing vulnerability to identify ways to improve and strengthen access and support. This action aligns with Queensland Government’s existing commitments under:   * Priority Reform 3 of the National Agreement on Closing the Gap Action 8 of Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan 2023-2026. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive   Description automatically generated with medium confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **7** |
| **DOH**  QATSIH QATSICPP DCSSDS | **7.3** Develop an enhanced integrated service response to address the housing needs of Aboriginal and Torres Strait Islander children and young people and families in contact with the child protection system to support family preservation, reunification and transition to independence.  **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031). | **D:** Review policies that impact on Aboriginal and Torres Strait Islander families who have contact with the child protection system, including supporting application of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP).  **D**: Collaboratively develop and implement joint assessment processes and a practice model to support timely access to appropriate housing responses and review prioritisation policies.  **D:** Enhance proportion of the social housing portfolio targeted for Aboriginal and Torres Strait Islander households.  **SI:**  Improved information exchange processes and collaborative service planning with DCYJMA to support application of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP) for Aboriginal and Torres Strait Islander families who have contact with the child protection system.  **SI:** Number of instances where Aboriginal and Torres Strait Islander family reunification is compromised by lack of access to safe and secure housing.  **SI:**  Number of instances where Aboriginal and Torres Strait Islander families subject to a child protection notification have been provided access to housing support including access to priority housing. | **O:** Aboriginal and Torres Strait Islander children grow up in secure and appropriate housing that is aligned with their priorities and needs. | The impact of insecure housing and overcrowding is a significant driver of Aboriginal and Torres Strait Islander children and families entering the child protection system and contributes to the overrepresentation of Aboriginal and Torres Strait Islander children in care.  The Queensland Government, through the *Our Way* strategy and National Agreement on Closing the Gap, has committed to reduce the overrepresentation of children in care by 45 percent by 2031. This target cannot be realised if the underlying drivers that impact on the ability of families to keep their children safe are not addressed. Housing policy that creates the right conditions to grow the capacity of families to create safety plans, live within kinship structures, and supports reunification will go some way to addressing these issues. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **5,8** |
| **DOE** | **7.4** Increase the days of learning for Aboriginal and Torres Strait Islander students by supporting schools to implement culturally responsive approaches to discipline.  **Timing:** Years 1 to 3 (2023–2025) | **D:**  Development of targeted system-wide initiative to maximise learning days for all students through active reduction of reliance on school disciplinary absences (SDA) (e.g. suspensions and exclusions).  **SI:**  Release of Maximising learning days strategy. | **O:**  Aboriginal and Torres Strait Islander children are engaged in education. | DoE *Equity and Excellence: realising the potential of every student* Strategy has committed to empowering Aboriginal and Torres Strait Islander children and students to make a strong start, achieve their full learning potential and shape their own futures. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **5** |
|  | **DOE** | **7.5** Recognise and value the language varieties which Aboriginal and Torres Strait Islander students, families and communities’ use. Engage Aboriginal and Torres Strait Islander students learning by supporting the explicit teaching of Standard Australian English (SAE). Actively support the teaching of Aboriginal and Torres Strait Islander languages in schools.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Students are learning through the Australian Curriculum in Standard Australian English (SAE). Many First Nations students do not speak SAE and find it difficult to access the curriculum. Students require:   * explicit EAL/D specialists support to build their knowledge and understanding of SAE to support their learning across all Learning Areas and enable proficiency. * Educators to recognise that Australia is a linguistically and culturally diverse country and value the multilingualism within the education context.   **D:** Studying an Aboriginal and Torres Strait Islander language is part of truth telling and righting past injustice. It can enhance cultural knowledge, pride and identity. The department actively supports schools co-designing with local communities to implement the P–10 *Framework for Aboriginal Languages and Torres Strait Islander Languages*, developed by the Australian Curriculum Assessment and Reporting Authority (ACARA).  **SI**: Number of schools teaching Aboriginal and Torres Strait Islander languages, variety of languages being taught and the number of students learning.  **SI:** Proportion of students achieving at English proficiency at level 5 and above on the Queensland band scales. | **O:** Aboriginal and Torres Strait Islander children are engaged in education.\*  **O:** Aboriginal and Torres Strait Islander children have a strong sense of identity and pride in Aboriginal and Torres Strait Islander cultures and languages.\*  \* Queensland Closing the Gap Implementation Plan outcomes | The Queensland Government, through its commitment to the National Agreement on Closing the Gap, has committed to empowering Aboriginal and Torres Strait Islander children to thrive in their early years and students to achieve their full learning potential and shape their own futures. This is supported by Queensland’s education strategy, *Equity and Excellence: realising the potential of every student.*  The Australian Curriculum Assessment and Reporting Authority provides the following rationale for the delivery of Aboriginal and Torres Strait Islander Languages in schools - “For Aboriginal and Torres Strait Islander students, learning their own languages is crucial to overall learning and achievement to develop a sense of identity and recognition, and understanding of language, culture, Country and Place. For all students, learning Aboriginal languages and Torres Strait Islander languages provides a distinctive means of understanding the country in which they live, including the relationship between land, the environment and people. Ongoing and necessary reclamation and revitalisation of these languages contribute to reconciliation.”  Aboriginal and Torres Strait Islander families and communities want their children to be strong in English and their own languages. Students can be powerful and proud users of SAE through positive and engaging learning experiences and schooling opportunities. DoE recognises that many Aboriginal and Torres Strait Islander students will be learning English as an additional language. This impacts their learning in all areas. It is crucial to establish their English proficiency level, identify the language demands of that curriculum area and plan for language difference. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **7** |
|  | **DOE** | **7.6** Increase the retention of Aboriginal and Torres Strait Islander students until the end of Year 12 through supporting and monitoring the progress of Aboriginal and Torres Strait Islander students.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Improved cultural appropriate support services, monitor student progress and providing study support.    **SI**: Improvement in the proportion of Aboriginal and Torres Strait Islander:   * school leavers in education, training or employment * Years 10 to 12 retention * students with Queensland Certificate of Education/Queensland Certificate of Attainment   **SI:** Reduction in the proportion of Aboriginal and Torres Strait Islander students who receive a School Disciplinary Absence (rate) | **O:** Aboriginal and Torres Strait Islander students reach their full potential through further education pathways\*  \* Queensland Closing the Gap Implementation Plan outcomes | DoE’s *Equity and Excellence: realising the potential of every student* Strategy has committed to empowering Aboriginal and Torres Strait Islander children and students to make a strong start, achieve their full learning potential and shape their own futures.  However, too many Aboriginal and Torres Strait Islander children and young people continue to have negative educational experiences and are suspended or excluded from their school. The realignment of the existing action plan to focus on many of the issues that are negatively impacting on Aboriginal and Torres Strait Islander children is central to ensuring the Closing the Gap targets can be met. | Building block one - All families enjoy access to quality, culturally safe universal and targeted services necessary for Aboriginal and Torres Strait Islander children to thrive    Description automatically generated with medium confidence  Building block three - Law, policy and practice in child and family welfare are culturally safe and responsive    Description automatically generated | **3** | **8** |
| 8:  Voice, accountability and oversight | **DCSSDS**  QFCFB  FMQ  DTATSIPCA | **8.1** Continue to support the QFCFB to oversee, guide and advise on the implementation of *Our Way* and accompanying action plans.  **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031) | **D:** Quarterly meetings of the QFCFB.  **SI:**  Review of Breaking Cycles implementation with Aboriginal and Torres Strait Islander communities, sector workers and leaders indicate confidence in and visibility of the QFCFB’s critical role in leading the *Our Way* reforms.  **SI:**  Reports from action leaders to the QFCFB indicate progress across the Breaking cycles action plan. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers change governance arrangements to reflect the genuine partnership with the ATSICCO sector.  **O:** All government agencies and service providers elevate Indigenous voice, leadership and governance in its strategic planning, policy development and practice. | The QFCFB was established to guide and oversee the *Our Way* strategy and associated action plans. The QFCFB provides independent advice and guidance, as well as operating as an authorising and oversight body to hold the Queensland Government and partners accountable. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **1** | **7** |
| **QATSICPP**  QFCFB  DCSSDS | **8.2** Establish an ongoing mechanism for Aboriginal and Torres Strait Islander young people to have voice and shape the implementation of *Our Way* and accompanying action plans.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Implementation plan to establish a Youth Advisory Group to the QFCFB to ensure reform of the child protection system is grounded in and shaped by the diverse realities, needs and aspirations of Aboriginal and Torres Strait Islander young people.  **D:** Establish the Youth Advisory Group.  **SI:** The Youth Advisory Group provides regular input, advice and feedback to the QFCFB.  **SI:** Feedback from young people about their experiences participating in the Youth Advisory Group against agreed measures. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers elevate Indigenous voice, leadership and governance in its strategic planning, policy development and practice. | Establishing a Youth Advisory Group to the QFCFB would empower young people to actively engage and influence child protection policy and practice and develop the leadership skills.  This action aligns with Recommendation 7 of the Family Matters Report 2022. | A blue and white circle  Description automatically generated with low confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **1** | **7** |
| **QATSICPP**  QTSIC  DTATSIPCA | **8.3** Through a coordinated approach with Queensland Aboriginal and Torres Strait Islander Coalition (QATSIC) members, identify opportunities to embed the voice, needs and aspirations of children and families into Queensland’s implementation of the Closing the Gap priority reforms, outcomes and targets.  **Timing:** Years 1 to 3 (2023– 2025)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031). | **D**: The Close the Gap implementation plan for Queensland includes the actions identified in both the breaking cycles action plan and safe and supported action plan to ensure that accountability and investment is embedded, and a coordinated effort is undertaken to support Queensland can meeting its close the gap targets.  **D**: The Close the Gap implementation plan includes additional actions that meet the aspirations of communities as identified in the community consultation report including increased investment in ATSICCO services.  **SI:**  Review of progress with *Our Way* reform stakeholders (Queensland Government, ATSICCOs, QFCC, QCFCB, Aboriginal and Torres Strait Islander community) indicates Closing the Gap implementation is aligned with the community’s vision.  **SI:** Increased government funding for Aboriginal and Torres Strait Islander programs and services is going to ATICCOs.  **SI:** Increased commitment across Housing, Justice, Health to build a collective focus on outcomes for Aboriginal and Torres Strait Islander families in contact with child protection systems. | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers change governance arrangements to reflect the genuine partnership with the ATSICCO sector.  **O:** All government agencies and service providers elevate Indigenous voice, leadership and governance in its strategic planning, policy development and practice. | The Queensland Government has committed to supporting an overarching process to implement the National Agreement on Closing the Gap, including development of statewide implementation plans and progress reports.  The Queensland Aboriginal and Torres Strait Islander Coalition is united in their efforts to hold the state and federal governments accountable to their commitments to fully implement the four priority reforms and develop, resource and implement actions to meet the 19 socioeconomic targets.  The collective action of Coalition members will elevate the voice of Aboriginal and Torres Strait Islander peoples and communities across whole-of- government to ensure improved outcomes for Aboriginal and Torres Strait Islander children, young people, families and communities. | Building block two - Aboriginal and Torres Strait Islander peoples and organisations participate in and have control over decisions that affect their children    Description automatically generated with low confidence  Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **1,2** | **7** |
| **QFCC** | **8.4**  Develop and implement a Child Rights monitoring and reporting framework to ensure the application of a child rights approach to systemic accountability across the child protection system.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Annual publication of the Queensland Child Rights Monitoring Report, the Queensland First Nations Children and Young People Report, and the Principle Focus Snapshots.  **SI:** Rates of awareness of child rights.  **SI:** Statewide systems use a child rights approach to the development of policy and structural changes.  **SI:** Trends of what works and what doesn’t work in creating outcomes for Aboriginal and Torres Strait Islander families in contact with child protection systems. | **O:** The ATSICCO sector has access to data and information on their community.  **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met. | The QFCC is undertaking a comprehensive, child rights-based program of work to examine the dynamics and drivers of overrepresentation of Aboriginal and Torres Strait Islander children in the child protection system.  Annual reporting at the state, regional and local levels enable sharing of information to Aboriginal and Torres Strait Islander communities on progress against the human rights of Queensland’s Aboriginal and Torres Strait Islander children.  This action aligns with Recommendation 14 of the Family Matters Report 2022. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **4** | **3, 7** |
| **DCSSDS**  QATSICPP  QFCC | **8.5** Continue to expand and develop through technology, policy and legislation, the data sharing and ownership capabilities delivered through Unify to the ATSICCO sector to achieve data sovereignty.    **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation over the course of Breaking Cycles (2023–2031). | **D:** An implementation approach for DCSSDS which outlines how the department will respond to data sovereignty actions under Safe and Supported. Working with QATSICPP, identify the data needs of the ATSICCO sector and how data can be shared.  **D:** Establish Safe and Supported Data Sovereignty working group with subject matter experts across DCSSDS.  **D:** Continue to develop and enable data sharing at the state, regional and local levels, through ongoing consultation with QATSICPP and consistent with the strong data and information sharing elements contained in the National Agreement on Closing the Gap (clause 71).  **D:** Enhanced mechanisms and infrastructure developed through Unify to enable data sharing at the state, regional and local levels.  **SI:** National, State governments and *Our Way* partners agreed definitions and approaches to data sovereignty under Priority Reform 4 Closing the gap.  **SI:** Streamline information sharing between DCSSDS and ATSICCO funded services.  **SI:** Enhanced reporting in real-time on relevant information and outcomes for Aboriginal and Torres Strait Islander children and families.  **SI:** Delegated Authorities will have access to, and ability to input real time information through Unify – the core client and case management activities.  **SI:** Data sharing and reporting with relevant agencies at all levels (National, State and Regional) including the sharing of real-time operational data, where agreed.  **SI:** Examples of use of data to inform shared decision-making for the benefit of Aboriginal and Torres Strait Islander peoples.  **SI:** ATSICCOs report that data is provided in a timely manner to support them to use and interpret data for local decision-making.  **SI:** Development of data sharing agreements between Queensland government agencies and ATSICCOs. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** The ATSICCO sector has access to data and information on their community.  **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met.  **O:** All government agencies and service providers commit to genuine co-design processes and work in true partnerships with the community and ATSICCOs. | The independent *Our Way* evaluation and successive Family Matters reports noted serious concerns about the quality of data collection and critical data gaps. Timely access to locally relevant and meaningful data is essential to enable informed decision-making, monitor and assess the impact of efforts, and track progress towards targets.  A comprehensive data strategy would improve data design, collection, interpretation, use and ownership, including actions to better monitor compliance with the ATSICPP, in line with principles of Indigenous data sovereignty.  This action aligns with Recommendation 14 of the Family Matters Report 2022.  The approach be consistent with the strong data and information sharing elements contained in the National Agreement on Closing the Gap (clause 71) and the Australian Government agreed definition and approach to data sovereignty being developed under Priority Reform 4 of Closing the Gap. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **4** | **3** |
| **QATSICPP**  DCSSDS | **8.6**  Continue to support the QATSICPP Centre of Excellence (COE) to ensure Aboriginal and Torres Strait Islander evidence is at the forefront of driving change in the Queensland child protection system and to ensure culturally strong evidence is utilised in delivering outcomes for Aboriginal and Torres Strait Islander children and families.  **Timing:** Years 1 to 3 (2023–2025) | **D:** Opportunities for increased partnership and investment in the COE are explored by DCSSDS to ensure ATSICCOs are enabled to develop and define their own evidence base.  **D:** Evidence-based research and frameworks produced by the COE form the basis for increased investment and development of new programs and services by the Queensland Government to support Aboriginal and Torres Strait Islander children and families.  **SI:** Investment by Queensland Government in the COE to support ATSICCOs to lead and determine their own research and evidence collection.  **SI:** Examples of COE knowledge and evidence used to inform decision-making, and systems change. | **O:** The ATSICCO sector is supported to strengthen its capacity and capability to deliver high quality services to Aboriginal and Torres Strait Islander communities.  **O:** The ATSICCO sector has access to data and information on their community. | The establishment of the QATSICPP COE was a key achievement of the Changing Tracks phase.  Aboriginal and Torres Strait Islander led research is critical to create an evidence base that reflects Aboriginal and Torres Strait Islander knowledge, expertise and worldviews.  The QATSICPP COE positions Queensland to provide advice and input to scoping and design of a national Aboriginal and Torres Strait Islander COE in Child and Family support under Safe and Supported. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **4** | **3** |
|  | **DCSSDS**  QFCFB  All partners | **8.7** Continue to monitor and evaluate the implementation, impact and outcomes of the Breaking Cycles phase of the *Our Way* strategy.  **Timing:** Years 1 to 3 (2023–2025)  \*Ongoing implementation over the course of Breaking Cycles (2023-2031). | **D:** Monitoring, Evaluation and Learning plan for the Breaking Cycles phase of *Our Way*, based on the Changing Tracks 2017-2022 evaluation findings, program logic and theory of change.  **SI:** Monitoring, Evaluation and Learning requirements for Breaking Cycles are agreed amongst partners.  **SI:** Annual report to Government on implementation progress of Breaking Cycles actions (July 2024-25).  **SI:** Evaluation of Breaking Cycles 2023-2025 action plan delivered to inform development of second action plan (July 2025). | **O:** Strengthened accountability mechanisms at all levels to ensure the service needs of Aboriginal and Torres Strait Islander peoples are met. | The 2017 commitment by Queensland Government and FMQ the *Our Way* strategy included:   * commitment to annual reporting on progress of the strategy to Government by the QFCFB * a requirement for ongoing evaluation at each stage of the strategy to inform the further development of actions * endorsement of the *Our Way* Monitoring and Evaluation Framework.   The Evaluation of *Our Way*, Changing Tracks 2017-2022 report (June 2022) was endorsed by the QFCFB, FMQ and Queensland Government. The report included an *Our Way* Theory of Change, Program Logic and revised Monitoring and Evaluation Framework. | Building block four - Governments and services are accountable to Aboriginal and Torres Strait Islander peoples   Description automatically generated with medium confidence | **3,4** | **8** |

## Other Queensland Government Strategies and Action Plans

#### Health

* First Nations Health Equity Strategies 2022-2025 in each Hospital and Health Service
* Growing Deadly Families: Aboriginal and Torres Strait Islander Maternity Services Strategy 2019-2025
* Better Care Together: A Plan for Queensland’s State-Funded Mental Health, Alcohol and Other Drug Services to 2027

#### Housing

* Queensland Housing Strategy 2017-2027 and the Queensland Housing and Homelessness Action Plan 2021-2025
* Towards Ending Homelessness for Young Queenslanders 2022-2027: A Policy and Integrated Framework of Housing with Support
* Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023
* First Nations Housing and Homelessness Roadmap to 2032

#### Employment, Education and Training

* Good People. Good Jobs: Queensland Workforce Strategy 2022-2032 (the Queensland Government’s whole-of-government Workforce Strategy)
* *Paving the Way*: First Nations Training Strategy
* *Equity and Excellence*: Realising the potential of every student (Queensland’s Education Strategy)

#### Safety and Justice

* Domestic and Family Violence Prevention Strategy 2016-2026 and the Fourth Action Plan 2022-2026
* Safe Children and Strong Communities: A Strategy and Action Plan for Aboriginal and Torres Strait Islander Peoples and Organisations Accessing the Blue Card System 2021-2025