



QPASTT

STRATEGIC PLAN

2025-2029

Acknowledgement of Country

QPASTT’s vision is for people from refugee backgrounds to live lives liberated from the harms of torture, trauma, and human rights injustice. As an organisation that was founded on the principles of human rights and listening to the voices of survivors, we believe that we can fully realise this vision when Australia has truly reconciled its history and restored justice for Aboriginal and Torres Strait Islander peoples.



QPASTT acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land where we live and work, and we pay our respect to their cultures, their ancestors, and their elders – past and present. We recognise the continuing trauma caused by losses of children, language, lore and land and the impact that this continues to have on psychological, physical, and spiritual wellbeing.

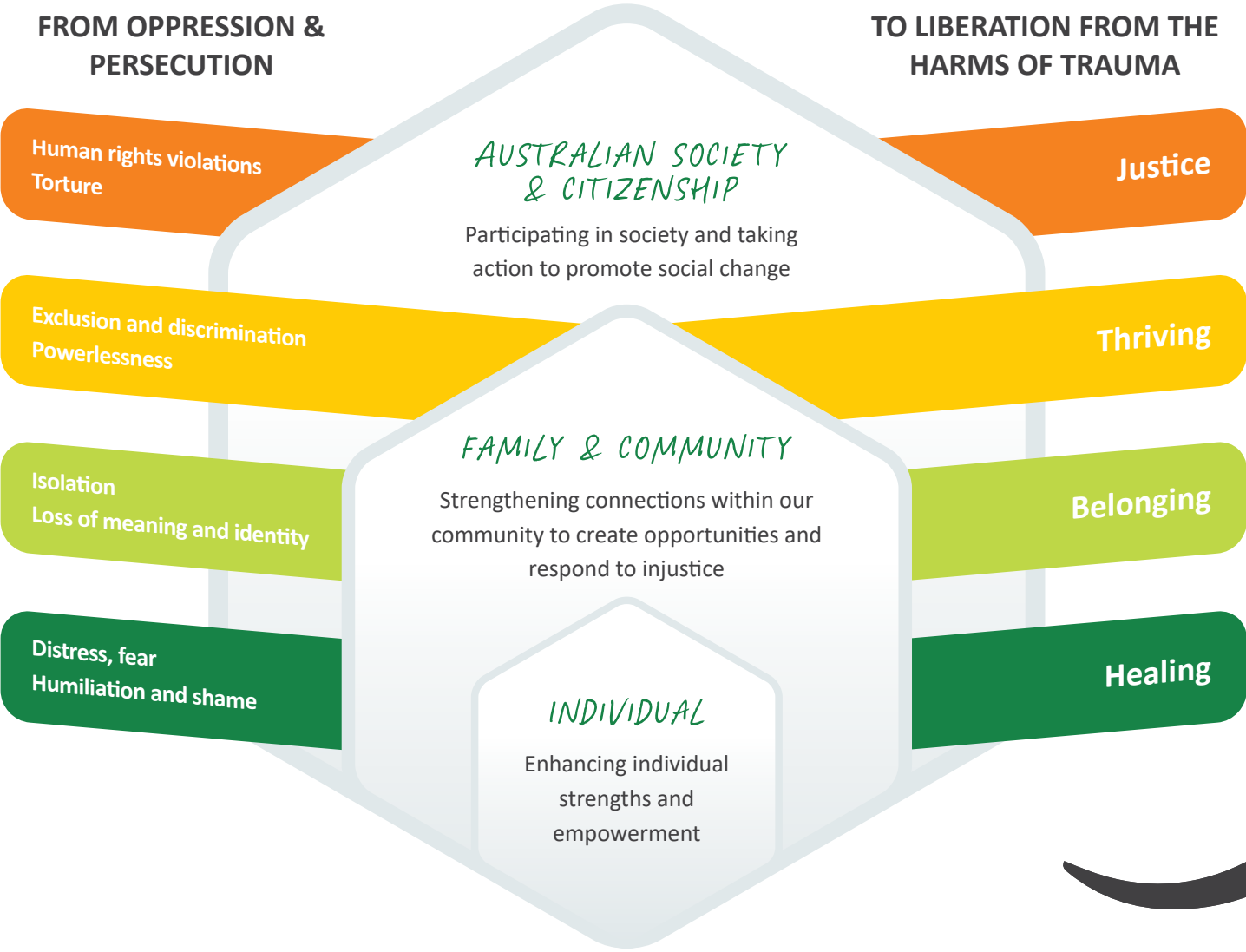
We recognise that since time immemorial, Aboriginal and Torres Strait Islander peoples have nurtured communities of belonging and thriving. QPASTT commits to upholding the vision of the Uluru Statement from the Heart and recognises that we share the responsibility of dismantling colonisation and resisting ongoing oppression of Aboriginal and Torres Strait Islander peoples. We offer our partnership and support to all Aboriginal and Torres Strait Islander communities to advance healing, justice, and liberation.



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Our approach to recovery



QPASTT’s services are based on a refugee torture and trauma recovery framework that sees recovery as a journey from oppression and persecution towards liberation from the harms of trauma. The framework links persecution and other human rights violations to psychological and social impacts. Understanding these links becomes the rationale for recovery goals and the basis for interventions and strategies to assist survivors.

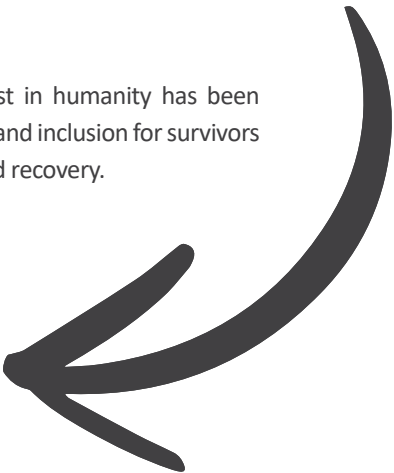
Recovery involves a focus on...



- Healing**
Supporting recovery across mind, body and spirit. Healing enables people to reduce distress, overcome trauma and restore wellbeing. Ways to support healing include talking to someone, reducing trauma symptoms that impact on daily living, restoring safe and healthy relationships and strengthening culture and identity.
- Belonging**
Trauma breaks the bonds of connection leading to loneliness and isolation. Bringing people together in safe places where they can talk about their experiences, build trust and feel empathy is an important step towards recovery.
- Thriving**
If people do not have the opportunity to heal from trauma, they can unknowingly pass it onto future generations. Their children may experience elevated levels of stress, difficulties with attachment and disconnection from their culture and community. Thriving is about improving the social determinants of health so that families have fewer stresses and are able to reduce the risks of intergenerational trauma for children. When people are thriving, they can find meaning and purpose in their lives and plan for a hopeful future.
- Justice**
The nature of oppression and persecution means that people’s trust in humanity has been shattered. Upholding human rights so that there is equity of outcomes and inclusion for survivors of torture and trauma in our society is vital for restitution of justice and recovery.

Our recovery goals

-  Restore safety
Enhance agency and control
-  Restore secure attachments
Promote connections to others
Enhance a sense of belonging
-  Restore meaning and purpose to life
Rebuild identity
Promote justice
-  Restore dignity and value



Vision, purpose and values

Our vision

Our vision is for people from refugee backgrounds to live lives liberated from the harms of torture, trauma and human rights injustice.

Our purpose

Our purpose is to nurture meaningful futures by assisting people from refugee backgrounds to heal, belong and thrive in our community.

Our commitment

We are committed to supporting survivors of torture and trauma and their families and communities in Queensland.

Our guiding values

Our values guide us in how we work with each other within QPASTT, as well as with individuals, families, communities, and stakeholders.

- *KINDNESS* We care. In all our work, survivors of torture and trauma come first.
- *OPTIMISM* We believe in meaningful futures. We are committed to healing being a journey of recovery across mind, body and spirit.
- *PERSEVERANCE* We don't give up. We understand that healing requires time, patience and courage for individuals, families and communities.
- *FAIRNESS* We believe that recovery from trauma is about justice and that to heal is a human right. We strive to build opportunities so that survivors of torture and trauma are able to belong and thrive in the community.
- *HONESTY* We act openly and ethically. We are committed to delivering impactful services.



Our strategic opportunity

QPASTT is well-positioned to deeply consider how its unique model of integrated services for individuals, families, groups and communities is able to respond to trauma recovery needs across Queensland now and for the future.

The ingenuity and flexibility that we enjoy as an organisation allows us to respond to ever changing needs. This is also our greatest challenge as we seek to meet the needs of an increasingly diverse population, across the lifespan, across generations and across a large state. We know that an intergenerational approach to healing is critical to creating long-lasting belonging, thriving and justice to benefit the whole Queensland community.

QPASTT staff and stakeholders told us loudly and clearly through the strategic planning process that to stay strong and responsive, we need the following essential ingredients and actions that will nurture us and enable us to remain at the forefront of trauma recovery that heals mind, body and spirit.

These ingredients are outlined below in the structure of the QPASTT tree. It was through describing or drawing a wide variety of trees, arbours and natural ecosystems that many QPASTT staff chose to articulate their contributions to our strategic priorities.

Birds [influencing]

Amplify the voices of refugee survivors. Contribute to the collective strength of the FASSTT (Forum of Australian Services to Survivors of Torture and Trauma) network to advocate and influence nationally and globally.

Leaves [evolving]

Promote an innovative mindset open to diverse knowledge systems and ways of problem-solving to enhance capacity to respond to complex challenges.

Branches [maturity]

Develop forecasting and planning processes to build long term resilience. Develop partnership and engagement frameworks to streamline joint initiatives and ensure mutual benefits.

Trunk [core]

Review and strengthen our integrated service model to ensure that it remains responsive, equitable and focused on building self-determination. Build accountability and influence through embedding an evaluation and impact framework across the organisation.

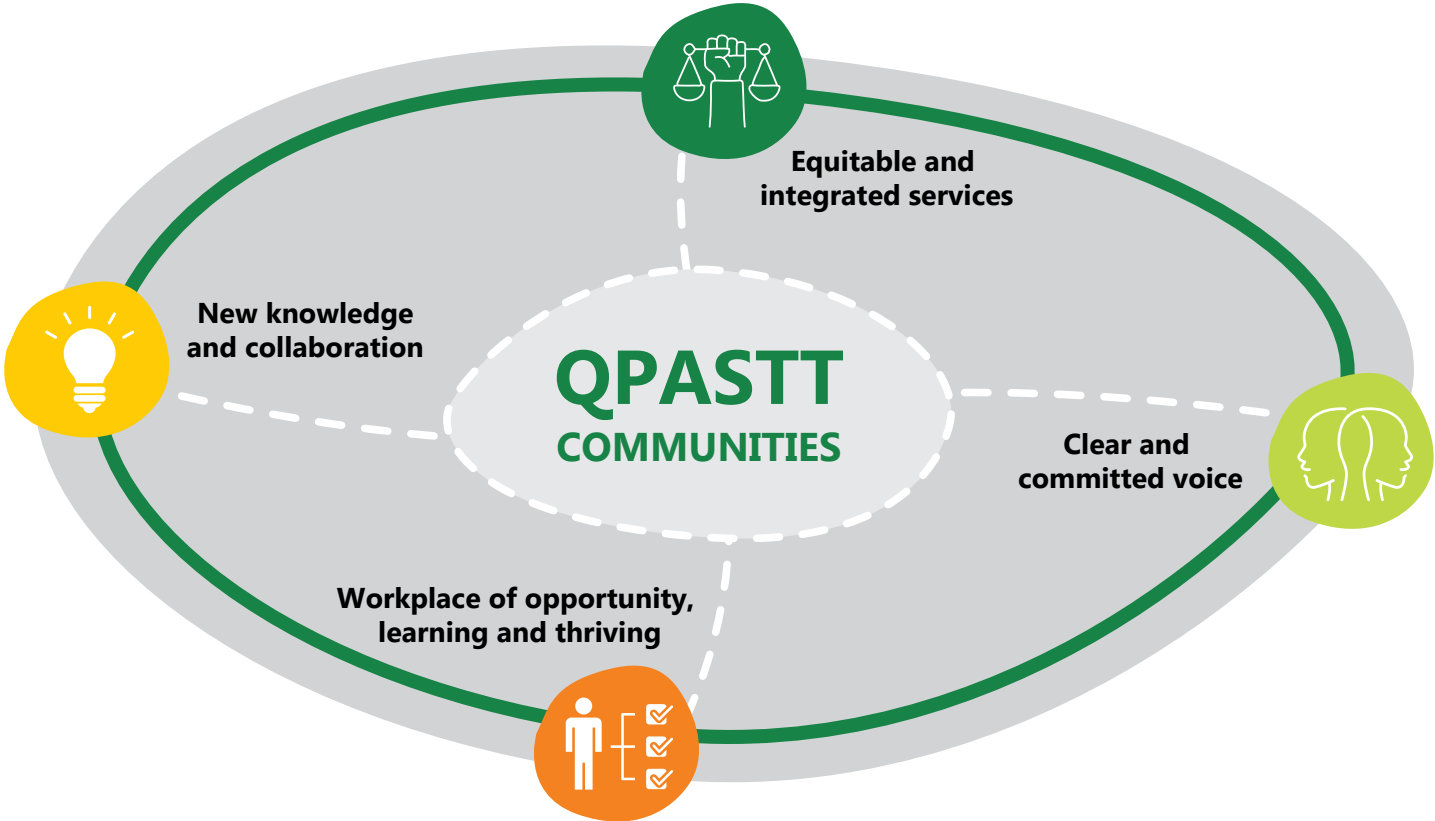
Roots [essential]

Understand our community through analysis of experiences and trends. Innovate and integrate knowledge systems. Build our workforce to reflect the diversity of our population.



Our objectives

All of QPASTT's programs and services are grounded in a commitment to working in partnership with communities from refugee and asylum seeking backgrounds.



QPASTT strives to achieve our vision and strategic goals through:

-  Delivering **equitable and integrated services**. We ensure our services for survivors of refugee-related torture and trauma are equitable and integrated and delivered where they are needed most.
-  Having a **clear and committed voice**. We use our voice to share QPASTT’s Trauma Recovery Framework and champion the rights of survivors of refugee-related torture and trauma.
-  Nurturing a **workplace of opportunity, learning and thriving**. We ensure QPASTT is an organisation that values and advances opportunity, learning and thriving. We invest in growing the workforce that QPASTT and the sector needs for the future.
-  Building **new knowledge and collaboration**. We welcome new thinking, different ideas and diverse perspectives to create improved ways of doing things. We work collaboratively with survivors and QPASTT clients, community and faith leaders, specialist service providers and funders.



Objective 1

Equitable and integrated services

We ensure our services for survivors of refugee-related torture and trauma are equitable and integrated and delivered where they are needed most.

Service equity and reach

Provide services with improved equity of access and reach into cohorts and communities where there is unmet or increased need. We advance equity and access to enable healing across locations and with diverse individuals, families, groups, and communities. All interventions focus on promoting self-agency, increased social connection and recovery maintenance beyond QPASTT to enable new community members to access QPASTT support.

THIS MEANS THAT:

- We improve our understanding and analysis of trends across the service, including the experiences, locations, strengths, and vulnerabilities of those who access our service. This informs service development and improvement.
- We increase our ability to track and understand our impact to improve outcomes for communities.
- We maintain a focus on demand management across the organisation, including effective management and communication of waiting periods, planning for periods of increased demand and provision of diverse service offerings.
- We maintain a place-based presence in key regional settlement areas and strengthen our understanding of local needs, structures, and aspirations. We further explore flexible service delivery and partnership options in existing and new regional locations.
- We remain focused on service delivery for children, young people and adults and grow our interventions for infants, early years, and older people. We enhance our support for men to be role models and to increase their access to our services.
- We continue to improve our accessibility for client cohorts who may experience additional barriers in accessing support. This includes community members identifying as LGBTQIA+ and those with disabilities.
- We build our responsive approaches to emerging needs, including at times of escalated community distress during crises. We will proactively identify and offer opportunities for collaboration with newly emerging communities.

Service integration

We remain at the forefront of trauma healing and recovery with our focus on integration. We confidently share knowledge and experience with each other for the benefit of service delivery. We remain focused on long-term change for communities by prevention and early intervention of intergenerational trauma.

THIS MEANS THAT:

- We draw on the wisdom of those with lived experience utilising robust processes of consultation, feedback and co-design from communities and lived experience staff. We continue to collaborate with (formal and informal) community and faith leaders and active community members as essential agents of change and enablers of healing. We act to promote their sustainability wherever possible.
- We strengthen our collective commitment to QPASTT's liberation framework, and the trauma recovery goals by improving integration across individual, family, group, and community responses.
- We commit to healing across mind, body, and spirit. We use a range of modalities that incorporate collective healing knowledge and processes, expressive therapies and advances in neuroscience.
- We improve access to specialist support within and beyond QPASTT to advance integrative healing. We look for mutually beneficial partnerships to improve access to psychiatry, body-based and complementary interventions, and allied health.
- We build our confidence and competence in peacebuilding and conflict transformation to resource and build resilient families and communities for the future.

Targeted priorities within this objective

- We draw on the wisdom of those with lived experience utilising robust processes of consultation, feedback and co-design from communities and lived experience staff. We continue to collaborate with (formal and informal) community and faith leaders and active community members as essential agents of change and enablers of healing. We act to promote their sustainability wherever possible.
- We improve our understanding and analysis of trends across the service, including the experiences, locations, strengths and vulnerabilities of those who need our service. This informs service development and improvement.
- We strengthen our collective commitment to QPASTT's liberation framework and the trauma recovery goals by improving integration across individual, family, group, and community responses.



Objective 2

A clear and committed voice

We use our voice to share QPASTT's trauma recovery framework and champion the rights of survivors of refugee-related torture and trauma.

OUR FOCUS IS TO:

- Ensure our purpose and our services are clearly communicated to promote awareness and access to support. We share with each other and more broadly the ways we integrate diverse knowledge systems and traditions of healing as part of the trauma recovery framework.
- Activate opportunities and embed service processes for survivors of refugee-related torture and trauma to use their own voices for justice-seeking.
- Centre our systemic advocacy efforts on key sectors including mental health, education, and the specific needs of those seeking asylum.
- Create opportunities to expand stakeholder training and trauma-informed practice support to motivate change and committed action in the interests of communities from refugee and asylum-seeking backgrounds.
- Develop and embed a service evaluation and impact framework to increase QPASTT's influence with decision makers and accountability back to community.
- Draw on and contribute to the collective strength of FASSTT and its international networks to elevate our national voice and to influence decision makers about the needs and rights of communities of refugee and asylum-seeking backgrounds.
- Recognise and celebrate our achievements and the recovery progress of those accessing our services.

Targeted priorities within this objective

- Activate opportunities and embed service processes for survivors of refugee-related torture and trauma to use their own voices for justice-seeking.
- Develop and embed a service evaluation and impact framework to increase QPASTT's influence with decision makers and accountability back to community.
- Draw on and contribute to the collective strength of FASSTT and its international networks to elevate our national voice and to influence decision makers about the needs and rights of communities of refugee and asylum-seeking backgrounds.



Objective 3

A workplace of opportunity, learning and thriving

We ensure QPASTT is an organisation that values and advances opportunity, learning and thriving. We invest in growing the workforce that QPASTT and the sector needs for the future.

OUR FOCUS IS:

- Develop and implement a Workforce Strategy which strengthens our focus on:
 - o Lived and living experience
 - o Leadership development
 - o Recruitment, retention and professional development
 - o Students and emerging professionals
 - o Pathways for career progression and professional recognition
- Implement a professional capability framework that is responsive to QPASTT's current and emerging needs. This includes core competencies, such as suicide prevention and cultural responsiveness, role specific knowledge and opportunities for advanced learning.
- Ensure our culture proactively mitigates against the potential harms of trauma exposure for staff and promotes professional satisfaction and growth. Remain committed to transparency, fairness, and choice wherever possible.
- Streamline reporting and data-focused tasks to ensure that client care remains the primary focus and, where possible, reduces the burden of administrative tasks.
- Invest in robust systems and capability to capture and analyse the outcomes and impact of programs and services systematically. Develop a comprehensive framework that includes quantitative and qualitative indicators, data analysis and research.
- Address increased compliance and accreditation requirements through technology-driven solutions.



Targeted priorities within this objective

- Develop and implement a Workforce Strategy which strengthens our focus on:
 - o Lived and living experience
 - o Leadership development
 - o Recruitment, retention and professional development
 - o Students and emerging professionals
 - o Pathways for career progression and professional recognition



Objective 4

New knowledge and collaboration

We welcome new thinking, different ideas and diverse perspectives to create improved ways of doing things. We work collaboratively with survivors and QPASTT clients, community and faith leaders, specialist service providers and funders.

OUR FOCUS IS:

- Develop formal partnership and engagement frameworks to streamline joint initiatives and ensure mutual benefits.
- Prioritise partnerships with other organisations and communities to share resources and expertise.
- Collaborate with academic and research institutions to stay at the forefront of latest evidence and innovative approaches. Form strategic alliances with sector and cross sector organisations to contribute to and benefit from research and learning projects.
- Promote an innovative mindset open to diverse knowledges and ways of problem-solving to enhance the organisation's capacity to address complex issues.
- Leverage technology to improve service delivery, data management and client engagement. This includes the use of telehealth and AI.
- Ensure data integrity and further develop cybersecurity measures.
- Develop and embed processes of forecasting and scenario planning to retain responsiveness to environment changes and to promote sustainability as a larger organisation.
- Develop strategies to adapt to future challenges, including climate change, demographic shifts, and technological innovations.
- Review and update the organisational risk management framework, including at Board, whole of organisation and program levels. This includes a focus on asset management, acquisition and partnerships.
- Monitor, evaluate and diversify funding strategies to increase financial autonomy.



Targeted priorities within this objective

- Promote an innovative mindset open to diverse knowledges and ways of problem-solving to enhance the organisation's capacity to address complex issues.
- Establish an innovation fund (from self-generated reserves) to support innovative projects within the organisation that address emerging needs.
- Develop partnership and engagement frameworks to streamline joint initiatives and ensure mutual benefits.





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