

# Strategic Plan 2020–2024



## Our vision

Thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

## Our purpose

To improve the social and economic wellbeing of people and communities by delivering quality targeted support.

## Our objectives

The Department of Communities, Disability Services and Seniors will respect, protect and promote human rights in our decision making and actions to:

- improve the wellbeing of individuals requiring community, disability and seniors support
- strengthen communities and help them thrive
- invest in quality responsive services and supports
- demonstrate contemporary and responsive approaches in our management and governance.

## Our department has three key program areas:

- Community Services and Seniors
- Disability Connect Queensland
- Disability Accommodation, Respite and Forensic Services

These are supported by Corporate Services, and Strategic Policy and Legislation.

## Our strategic priorities

All areas of the department will work with stakeholders and communities to achieve our strategic priorities:

1. **Put Queenslanders first** — increasing the opportunities for all Queenslanders to feel included and to participate in social and economic activities to support communities.
2. **Value Queensland communities** — investing in local community services and place-based approaches to assist communities to thrive and increase resilience.
3. **Champion the community services industry** — collaborating with a progressive, high-performing industry to deliver jobs and quality services to all Queenslanders.
4. **Lead in public sector management and governance** — demonstrating innovation in our approaches to improve the capacity, capability and resilience of clients, communities, stakeholders and staff.

## We proactively monitor and mitigate our strategic risks, including:

**Safeguards** — protecting the rights and safety of people with disability in service environments through investigating complaints, approving the short-term use of restrictive practices and screening the criminal history of disability workers.

**Investment** — ensuring value for money through delivering investment outcomes and driving performance under service agreements, using evidence-based prioritising in the commissioning of services to ensure they respond to the needs of our communities.

**Performance** — ensuring timely return on investment outcomes and strong agency controls and accountability through focusing on performance reporting frameworks.

**Resilience** — anticipating resourcing impacts and capability development to allow the delivery of services within an environment of change.

## We will build on existing initiatives by:

- Encouraging and supporting people with disability and communities to find their voice and represent themselves.
- Promoting and protecting the human rights of Queenslanders with disability.
- Ensuring that National Disability Insurance Scheme (NDIS) participants are treated with respect and dignity, have timely access to required services and supports, and that our clinical framework improves lives.
- Enabling place-based responses that build resilience and support the community to thrive.
- Supporting Queensland’s seniors to access services and programs that reduce the cost of living, enhance wellbeing and promote active engagement in their communities.
- Building on existing partnerships with government and industry to continuously improve the quality of services.
- Building on existing investment in community infrastructure, governance structures and programs so that Queensland communities are places where people from all backgrounds, ages and abilities are included, can contribute and have equal access to resources.

## Our Future State:

### Advancing Queensland Priorities

The department’s strategic objectives will contribute to the Queensland Government’s objectives for the community, *Our Future State: Advancing Queensland Priorities*, by:



- Holding the department, Commonwealth Government and the National Disability Insurance Agency (NDIA) accountable as ‘shareholders’ in the \$20+ billion NDIS.
- Developing contemporary legislative frameworks that promote and protect the human rights of Queenslanders with disability.
- Driving performance and service improvements, which support the delivery of inclusive and accessible services for Queenslanders.



- Managing the government’s ongoing investment in the NDIS to ensure it delivers on projected employment and economic benefits for Queenslanders, including those who live in rural or regional locations.
- Engaging and partnering with peak organisations and associations to deliver jobs and quality services to all Queenslanders.



- Delivering place-based and local solutions to improve wellbeing and support services delivered in communities.
- Supporting the needs of Queensland’s carers by delivering targeted programs.



- Supporting people with disability to have choice and control of the services they receive.
- Engaging with the NDIA to ensure Queenslanders with disability receive the appropriate supports they need so they and their families can fully participate as equal members of society and improve their wellbeing.
- Supporting families through food security programs.
- Improving the supports available for Queensland’s seniors.



- Delivering and supporting timely tailored community responses for people with disability who are experiencing domestic and family violence, including improved access to justice and emergency accommodation.
- Partnering with authorities to provide safe and robust service environments for NDIS participants.
- Supporting the emotional, social and physical wellbeing of Queenslanders affected by disaster.
- Driving better financial, housing and general support for seniors.



## Strategies

## Performance indicators

### Objective: Improve the wellbeing of individuals requiring disability, community and senior services



- Promote opportunities that enable community participation for Queenslanders regardless of age, background or ability.
- Support actions to respond to people with disability experiencing domestic and family violence.
- Continue to deliver high-quality services to people with disability through Accommodation Support and Respite Services.
- Participate in and contribute to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.
- Increase the social and economic participation of Queenslanders with disability, so they and their families can fully participate as an equal member of the community and improve their wellbeing.
- Provide Community Support Scheme services to vulnerable Queenslanders, including those not eligible for the NDIS.
- Support eligible seniors and carers with cost-of-living pressures through available concessions.
- Support Queenslanders to be financially resilient through access to financial literacy and resilience programs and nil to low interest loans at Good Money Stores.
- Partner with the community services sector to protect the legal and financial interests of older Queenslanders.
- Support actions to increase options for housing for people with disability.
- Continue to coordinate and/or provide timely and high-quality human and social recovery supports and services following disasters, including pandemics.

- Number of Queenslanders accessing financial counsellors and NDIS services.
- Number of Queenslanders who complete financial literacy education programs.
- Number of No Interest Loan Schemes utility subsidies accessed.
- Number of people with disability assisted to access advocacy services and supports.
- Number of Queenslanders accessing Accommodation Support and Respite Services.
- Number of seniors accessing the Seniors Enquiry Line.
- Eligible Queenslanders are accessing concessions and supports available to them.
- 75 per cent of completed, eligible Emergency Hardship Assistance applications in each disaster event are processed for payment within 24 hours.
- Number of Queenslanders receiving Queensland Community Support Scheme services.

### Objective: Strengthen communities and help them thrive



- Continue to embed the *All Abilities Queensland: opportunities for all* state disability plan 2017–2020.
- Monitor and manage the Queensland Government's investment in the NDIS to ensure it is delivering the promised jobs and economic benefit for Queensland communities, participants and their families.
- Engage with carers through the Queensland Carers Advisory Council to receive advice about carer-related issues and how to increase recognition of carers, and as required represent their interests to the Commonwealth Government on behalf of carers to ensure their specific support needs are met.
- Enhance the effectiveness of Neighbourhood and Community Centres through co-design of performance metrics and a revised operating framework with the Queensland Families and Communities Association and their members.
- Implement the Social Cohesion Action Plan and grants aimed at enhancing social cohesion in our communities.
- Continue to partner with all levels of government and industry to develop new tools and resources to increase human and social resilience in local communities.
- Implement a whole-of-government model for disaster recovery and increased community resilience through working with local councils.
- Support Foodbank Queensland's food rescue service and school breakfast program.
- Facilitate LGBTI Roundtables to influence policy and legislation across government to address specific needs and areas of discrimination.
- Implement age-friendly communities strategies to promote respect and inclusion of older Queenslanders.
- Contribute to the state and national knowledge of the factors that strengthen and undermine social cohesion and community resilience through evaluation of funded initiatives and investment in social cohesion surveys.

- Strong stakeholder satisfaction with level of engagement and support in developing inclusive mechanisms to enable disaster risk reduction for people with disability.
- Number of cross-agency initiatives developed to promote community cohesion and resilience.
- Evidence of leadership (incl. number of initiatives) to address emerging threats to social cohesion, including as a result of disasters, including pandemics and actions of people radicalised to violent extremism.
- Number of new workers who have commenced employment in NDIS-related jobs in Queensland since transition began.
- Strong customer satisfaction in responsiveness and level of support provided to communities during disasters.
- Percentage of schools delivering Queensland's school breakfast program.
- Number of charities supported by Foodbank.
- Neighbourhood and community centre new builds and refurbishments delivered.
- Achieve membership of the World Health Organisation Global Network for Age-friendly Communities.
- Number of clients supported by funded Seniors Legal and Support Services with legal, financial or social support services.

### Objective: Invest in quality responsive services and supports



- Implement a Queensland Government approach to monitoring public value from NDIS services.
- Partner with the NDIS Quality and Safeguards Commission in providing safe service environments for NDIS participants, through criminal history screening and approving the short-term use of restrictive practices and the preparing of positive behaviour support plans.
- Ensure NDIS clients are treated with respect and dignity and have timely access to the required supports and services, and that clinical frameworks improve lives.
- Oversight, monitoring, measuring and reporting on the implementation of the NDIS Full Scheme Agreement for Queensland.
- Provide an expert clinical service to educate and advise on how to minimise the need for Restrictive Practices and ensure that the least restrictive method is utilised.
- Champion the community services industry by focusing on NDIS market growth and job opportunities.
- Ensure that workers are screened for criminal histories so that only suitable people work with or support people with disability, so they can live free from abuse, neglect and exploitation.
- Fund organisations under the Queensland Community Support Scheme to continue providing support to people with disability who are not eligible for the NDIS.
- Lead and coordinate quality services for people during times of need, such as emergency relief, counselling and wellbeing supports.
- Support and facilitate place-based approaches to support communities to deliver local solutions.
- Support Volunteering Queensland to build capacity, raise awareness, promote and support volunteering activities in Queensland.
- Engage and partner with industry networks, alliances and peak associations.
- Seek and consider ways to action the views of clients and advocates.
- Ensure that communities are co-design partners for local initiatives designed to promote, welcome and enable social connectedness and acceptance.

- Funded services meet the needs of communities, people with disability, seniors and other vulnerable Queenslanders.
- Industry partners engage with the department and are satisfied with this engagement.
- Number of high-risk individuals prevented from working in disability service environments.
- Number of volunteering organisations supported by Volunteering Queensland.
- Number of applications for the short-term use of restrictive practices received.
- Evidence of 'target' community input to the design of local social inclusion initiatives and related infrastructure.

### Objective: Demonstrate contemporary and responsive approaches in our management and governance



- Improve departmental workforce inclusion and diversity.
- Promote and protect the human rights of Queenslanders with disability, with a new, contemporary legislative framework which speaks to the broader human rights agenda and within national and international frameworks.
- Promote staff wellbeing and resilience.
- Drive performance and service delivery improvements aligned to the government's priorities, through evaluations, reviews, data and feedback.
- Continuously improve governance and reporting arrangements that demonstrate our performance, integrity and transparency.
- Provide opportunities for staff through learning, development and training to enable continuous improvement.
- Value our staff, support them through change and assist them to engage in departmental programs that build capability and encourage initiative in line with our Leadership Charter.

- People with disability representing eight per cent of the departmental workforce, with the target to be exceeded in both leadership and staffing in Disability Connect Queensland.
- Strengthened staff capability, including cultural capability.
- Percentage of employees and stakeholders who express satisfaction with agency leadership and workplace culture when surveyed.

## Our values

These values guide the services we deliver for Queensland. They underpin our efforts and decision making and drive our vision for thriving Queensland communities. We are a passionate and productive workplace that puts the people of Queensland first, values each community and advances the community services industry.



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people