

Strategic Plan 2014–18



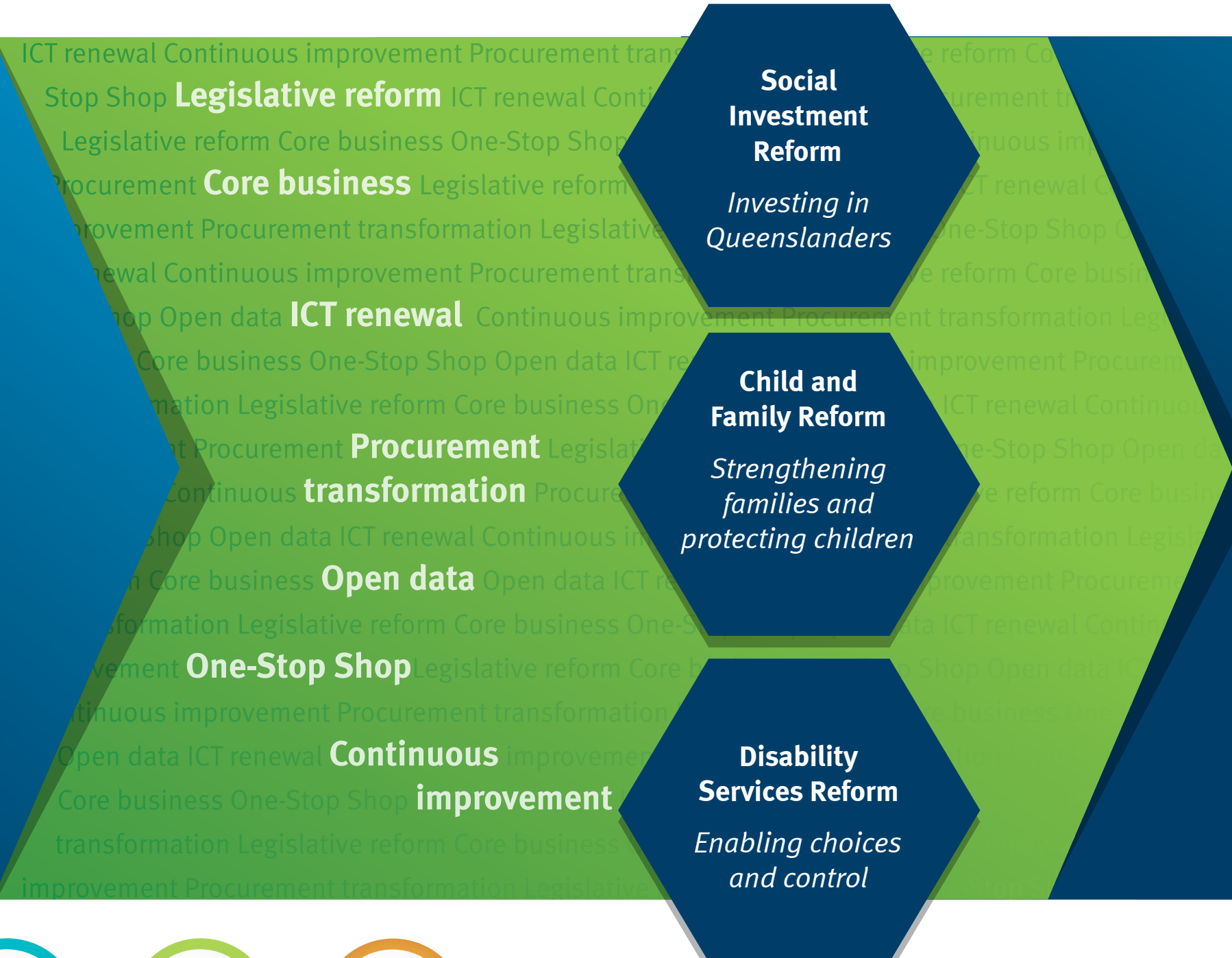
Our vision: To be the most responsive and respected human services agency in the nation by enabling vulnerable Queenslanders to lead better lives, delivering better public value and reducing disadvantage

Our purpose: To enable vulnerable Queenslanders to improve their lives

Our renewal drivers

- Queensland Government priorities
- Social Services Reforms
- Carmody Child Protection Commission of Inquiry
- National Disability Insurance Scheme
- Queensland Plan
- Public Sector Renewal Charter
- Queensland Government Renewal Framework
- Contestability
- Corporate Services Reforms

Our reform programs



Our key priorities

We will achieve this through:

- **More innovative solutions**
Developing innovative services and investment approaches that deliver results
- **Focus on customer service and results**
Delivering customer-centred, flexible and integrated services refocused towards prevention and early intervention
- **Smarter investment**
Targeting the right people, in the right places at the right time
- **Simpler processes**
Reducing red tape
- **Stronger partnerships**
Working closely with our partners
- **Dynamic workforce**
Enhancing workforce capacity

To enable vulnerable Queenslanders to improve their lives



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

Our services

Child Safety Services protect children and young people who have been harmed or who are at risk of harm, and secure their future safety and wellbeing.

Community Services leads policy and manages program investment in services to support vulnerable families individuals, families and communities, including young people, women experiencing domestic and family violence, and older people.

Disability Services provides support for people with disability and their families and carers. This support is delivered by our department and non-government organisations that we fund.

Our key challenges and opportunities

- *Managing demand for services*
- *Maximising return on investment and results for Queenslanders*
- *Developing government's enabling role in delivering services to vulnerable people*
- *Improving information systems to support business innovation and reform*
- *Engaging stakeholders to co-design and deliver innovative services*
- *Growing industry workforce and organisational capability*

Our objectives

For our clients

Improve wellbeing, safety, capability and participation of vulnerable Queenslanders

For communities

Improve liveability, resilience and cohesion in Queensland communities

For our partners

Improve capability, sustainability, innovation and productivity of social services systems in Queensland

Our priorities and indicators to revitalise frontline services for Queenslanders

Client and community

Priorities

Focus on customer service and results

- *Refocus funding towards prevention and early intervention with investment decisions focused on results for people*
- *Create pathways to social and economic participation, with the right services targeted at the right locations for those who need them the most*
- *Direct community recovery activities to promote resilient individuals and communities*
- *Provide greater support to vulnerable families enabling more children to be safely cared for at home*
- *Provide greater support to improve the outcomes for children in out-of-home care and when they leave care*
- *Fund and provide disability supports to Queenslanders with disability and increase greater consumer choice and control*
- *Lead and facilitate Queensland's transition to the National Disability Insurance Scheme*

Stronger partnerships

- *Continue strong partnerships with non-government and government stakeholders, and facilitate enterprise, innovation and workforce and industry development*
- *Provide leadership across government to enhance mainstream services to support the inclusion of people with disability in the community*

Business and governance processes

More innovative solutions

- *Embrace innovation and new ways of thinking across the organisation*
- *Facilitate productive engagement with clients, communities and other stakeholders*
- *Embrace new technologies to drive innovation and improvement*
- *Implement a program management approach to successfully deliver change*

Simpler processes

- *Streamline procurement and contracting processes*
- *Streamline business and governance processes to make it easier to do business with the department*
- *Provide accurate and timely performance information*
- *Cut red tape so resources can be directed to frontline services*
- *Streamline and embed risk management at all levels*

People

Dynamic workforce

- *Develop organisational capability and agility*
- *Develop a positive and productive culture and support reform through effective leadership*
- *Support staff through the changing human service environment*
- *Maintain establishment controls*

Finances

Smarter investment

- *Ensure value for money and return on social investment in services and service delivery models*
- *Manage budgets effectively*
- *Identify efficiencies through service and business innovation*
- *Review and apply contestability and efficiency measures to service delivery*

Our performance indicators measure the extent to which our outcomes are achieved

Indicators

- *Outcomes for customers*
- *Customers and other stakeholders are satisfied*
- *Service use and access*

- *Implementation of investment and renewal initiatives*
- *Information systems capability*
- *Streamlined processes*
- *Administration and compliance costs*

- *Staff engagement*
- *Workforce profile*

- *Financial performance*
- *Staff establishment*
- *Efficiency of services*
- *Service costs*

Outcomes

↑ **Customer experience**

↑ **Productivity**

↑ **Better place to work**

↓ **Cost to Queenslanders**