

# Strategy 2016–20

Our purpose is to enable Queenslanders to participate in and contribute to a fair, resilient and prosperous Queensland.

## Our approach

We listen to the voices of citizens/customers and our stakeholders, and invest and deliver services to enable people, families and communities to thrive.



## Our commitments

We will assist in delivering the Queensland Government's objectives for the community, especially:

- building safe, caring and connected communities
- delivering quality frontline services
- creating jobs and a diverse economy.

In particular, we are committed to contributing to a Queensland where:

- Queenslanders experiencing vulnerability can participate fully in our economy and their communities
- families, children and young people thrive and are connected to their communities
- Queenslanders with disability have choice, control and opportunities in their lives
- Queenslanders are safe from violence, abuse and neglect
- communities are cohesive and inclusive
- Aboriginal and Torres Strait Islander cultures are valued to enrich our society
- communities celebrate and maximise the benefits of our diversity
- Queenslanders are resilient, and recover well from disasters
- Queenslanders are recognised for caring, volunteering, giving and social responsibility
- social services are capable, diverse, sustainable and connected
- social services provide rewarding jobs and careers
- social services contribute to our state's equity, productivity and prosperity.

## Our priorities

Our priorities over the next four years are:

- getting Queensland ready for the National Disability Insurance Scheme (NDIS), and transitioning smoothly during the progressive roll out across Queensland from July 2016 to June 2019
- continuing delivery of quality disability services as required, including direct provision of accommodation support and respite services
- transforming family and parenting supports so that children and families receive assistance when they need it
- transforming child protection to enable children and families to maintain safety, wellbeing and belonging
- reducing the over-representation of Aboriginal and Torres Strait Islander Queenslanders in child protection
- enabling children and young people in care to thrive, and to transition successfully to adult life
- preventing and responding to all domestic and family violence
- advancing strategies that enable social and economic opportunities for women, seniors, young people, and people from culturally and linguistically diverse backgrounds
- facilitating responsive and integrated services, especially for people and places with complex and highest needs
- building social cohesion and connectedness through community action and partnerships
- building disaster readiness and resilience, and effectively supporting community recovery
- growing capacity and capability in Queensland's social services, one of our largest and fastest growing industries.

## Our performance

Over the next four years, we will account fully for the public value we create. We will progressively assess and report on:

- citizen/customer results
- citizen/customer experience
- stakeholder experience
- staff experience
- credibility
- capability and diversity
- investment return
- productivity.

We will actively manage key risks related to:

- increasing demand and expectations
- the complexity of needs and vulnerability of clients
- the scale and pace of changes impacting social services
- the impacts of natural disasters and other events
- public expenditure and the accountabilities of funded agencies.



# Key deliverables in 2016–17

## Child and family services and reforms

- Facilitate and implement Supporting Families, Changing Futures reforms in collaboration with other agencies.
- Commission additional child and family, parenting, and domestic and family violence services.
- Facilitate and implement the Domestic and Family Violence Strategy and a Violence Against Women Prevention Plan.
- Respond to relevant matters and recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Continue to implement the new strengths-based, safety-oriented child protection practice framework.
- Deliver high-quality statutory child protection services.
- Develop strategies to improve life outcomes for Aboriginal and Torres Strait Islander children and families experiencing vulnerability.
- Fund and support out-of-home care and transition services delivered by carers and non-government organisations.
- Develop strategies to support high-risk adolescents.
- Coordinate whole-of-government implementation of actions under the second and third Action Plans of the National Plan for Reducing Violence Against Women and their Children.

## Disability services and reforms

- Lead and facilitate whole-of-government National Disability Insurance Scheme (NDIS) transition planning and implementation.
- Deliver the agency's Disability Services reform and readiness initiatives.
- Continue to deliver direct high-quality disability services in the lead up to the NDIS.
- Continue to fund and support disability and community care services delivered by non-government organisations in the lead up to the NDIS.
- Lead and facilitate the National Disability Strategy 2010–20 in Queensland.
- Operate Accommodation Support and Respite Services.

## Social services and reforms

- Partner with stakeholders to implement a community services jobs, skills and industry strategy.
- Co-develop and implement outcomes frameworks and innovative investment initiatives (including social benefit bonds).
- Continue to support community services delivered by non-government organisations.
- Support service innovation and improvement initiatives in conjunction with non-government organisations.
- Co-design service integration and place-based approaches in collaboration with strategic partners.

## Community inclusion, participation and resilience strategies

- Implement contemporary strategies for women, seniors, young people, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander peoples.
- Respond to recommendations from the Advisory Taskforce on Residential Transition for Ageing Queenslanders.
- Facilitate a whole-of-government financial inclusion and resilience plan.
- Continue to fund and support social and human recovery in disaster-impacted communities and improve community recovery operations.
- Develop a neighbourhood centres strategy, and support community hub initiatives and community development.
- Support social cohesion and inclusion initiatives including the welcoming of refugees and migrants.
- Develop a Queensland multicultural policy and action plan and establish and support the Multicultural Queensland Advisory Council.

## Organisational strategies

- Value staff and enable them to fully engage in priority reform programs, innovations and improvement initiatives.
- Address the results of the 2016 Employee Opinion Survey and the 2016 stakeholder survey.
- Implement internal red-tape reduction initiatives.
- Implement the Aboriginal and Torres Strait Islander Cultural Capability Action Plan within the department.
- Continue to build capability in key practice areas, customer service, partnering and engagement, innovation, commissioning and procurement, leadership and community recovery.
- Implement the next steps from the Our Future Ways of Working — Blueprint to a digitally enabled department.
- Streamline information sharing and data sharing between agencies and partner organisations to deliver better client outcomes.
- Investigate usage of data analytics and customer insights.
- Design and implement a performance architecture.
- Design new agency operating and organisational arrangements.



### OUR VALUES



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people