



Partnering for the future

*Advancing Queensland's
community services industry
2017–25*

Action plan 2017–18

The community services industry and government working together

CSPF
community services
partnership forum



Action plan 2017–18

This action plan is the first in a series of short-term plans that will be developed to implement the Partnering for the future strategy.

The community services industry is experiencing significant changes that require new ways of doing business, new approaches to designing, financing and providing services, and a strong workforce with the diverse range of jobs and skills needed to deliver these innovations.

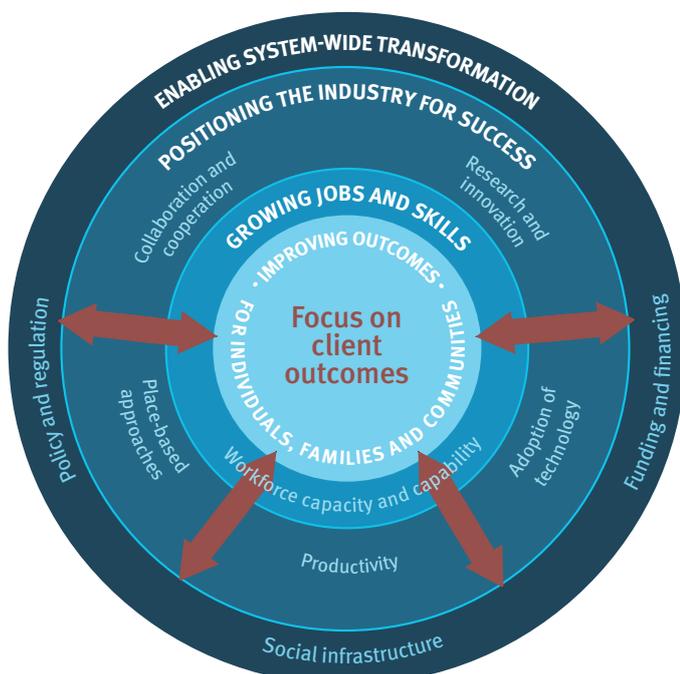
The *Partnering for the future* strategy was co-developed by the industry and Queensland Government to drive joint work to proactively address these changes. It sets out a vision for Queensland to have a community services industry that:

supports individuals, families and communities to thrive and is a driving force in growing the state's social, cultural and economic wellbeing.

As shown in the diagram below, the strategy identifies priorities for action under four key focus areas:

- Improving outcomes for individuals, families and communities
- Growing jobs and skills
- Positioning the industry for success
- Enabling system-wide transformation.

Strategy framework



Staged approach to implementation

A staged approach is being used to implement the strategy, with each action plan focusing on a targeted, realistic set of initiatives and activities. This means there may not be actions for all focus areas and priorities in each plan. However, over the course of the strategy's timeframe, it is intended that a comprehensive range of actions be undertaken across all focus areas and priorities.

A number of partners will be involved in implementing actions in the plans. Some partners may work on all activities related to an action, while others may only work on some.

This plan outlines actions to be undertaken during 2017–18. Some activities related to the actions are already underway. The industry and government will continue to work together, and with stakeholders, to build on these efforts to achieve the deliverables of this action plan.

Abbreviations — action partners

COTA Qld	Council on the Ageing Queensland
CSIA	Community Services Industry Alliance
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DCCSDS	Department of Communities, Child Safety and Disability Services
DET	Department of Education and Training
DJAG	Department of Justice and Attorney-General
DHPW	Department of Housing and Public Works
DILGP	Department of Infrastructure, Local Government and Planning
DSITI	Department of Science, Information Technology and Innovation
ECCQ	Ethnic Communities Council of Queensland
H&CS Workforce Council	Health and Community Services Workforce Council
QCOSS	Queensland Council of Social Service
QFCC	Queensland Family and Child Commission
VQ	Volunteering Queensland

FOCUS AREA

1

Improving outcomes for individuals, families and communities

ACTIONS	PARTNERS
<p>1.1 Implement the DCCSDS <i>Strategic investment direction and action plan 2017–19</i> to improve investment performance and better meet the needs of Queenslanders experiencing vulnerability.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • developing and testing new approaches to commissioning and contracting, including place-based investment • refining and developing DCCSDS systems to support an outcomes-oriented investment approach. 	<ul style="list-style-type: none"> • DCCSDS • QCOSS • Relevant industry organisations

FOCUS AREA

2

Growing jobs and skills

ACTIONS	PARTNERS
<p>2.1 Continue to adopt strategies to strengthen and build a capable, sustainable community services industry.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • identifying the industry's capability- and capacity-building needs, including exploration of ways to anticipate and meet its skills needs • reviewing existing capacity-building resources and workforce supply strategies (including those for NDIS) and, where applicable, adapting these for broader industry use • supporting the establishment of comprehensive workforce baseline data • convening government and industry discussions to develop responses to emerging issues that may impact on industry viability. 	<ul style="list-style-type: none"> • CSIA • DCCSDS • H&CS Workforce Council • QFCC • Relevant industry organisations
<p>2.2 Continue to adopt strategies to build a fair and inclusive industry workforce.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • increasing the capability of service providers to attract and retain a diverse workforce • continuing to advance gender equality and cultural diversity in the industry. 	<ul style="list-style-type: none"> • COTA Qld • CSIA • DCCSDS • ECCQ • H&CS Workforce Council • QCOSS • Relevant industry organisations
<p>2.3 Explore industry-led, place-based workforce initiatives that consider the needs of rural, remote and Aboriginal and Torres Strait Islander communities.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • exploring initiatives that address workforce challenges in these communities and build on Queensland Government initiatives such as Skilling Queenslanders for Work; Back to Work Regional Employment Package; and <i>Moving ahead: a strategic approach to increasing the participation of Aboriginal people and Torres Strait Islander people in Queensland's economy 2016–2022</i> • monitoring and applying lessons from work in Logan and other place-based responses. 	<ul style="list-style-type: none"> • DATSIP • DCCSDS • DET • H&CS Workforce Council • Logan Together • QFCC • VQ • Relevant industry organisations

FOCUS AREA

3

Positioning the industry for success

ACTIONS	PARTNERS
<p>3.1 Form partnerships across the industry, government, and tertiary education and business sectors to strengthen the industry’s evidence base and apply the results of research relevant to community services to improve client outcomes. This action will involve:</p> <ul style="list-style-type: none"> • creating opportunities for corporate, business and entrepreneurial interest and investment in innovative research that advances service delivery and industry priorities • hosting a series of roundtables with government, university, industry and business partners to discuss and develop a translational research model for the industry. 	<ul style="list-style-type: none"> • DCCSDS • Relevant universities, businesses and industry organisations
<p>3.2 Showcase and explore social innovation opportunities to increase knowledge of innovations to help transform the industry and improve client outcomes and state productivity. This action will involve:</p> <ul style="list-style-type: none"> • partnering with Advance Queensland and the industry to promote social innovation at the Myriad Festival • establishing government–industry partnerships to progress Myriad Festival outcomes, including using the Advance Queensland agenda to progress social innovation opportunities. 	<ul style="list-style-type: none"> • CSIA • DCCSDS • DSITI
<p>3.3 Explore and adopt new technology and digital initiatives that support the industry to improve client outcomes and increase productivity. This action will involve:</p> <ul style="list-style-type: none"> • developing a technology blueprint to support the industry to use technology to better advance service delivery and business operations. 	<ul style="list-style-type: none"> • CSIA • DCCSDS • DSITI • VQ • Relevant industry organisations
<p>3.4 Advance place-based approaches to respond more flexibly and effectively to local needs and issues. This action will involve:</p> <ul style="list-style-type: none"> • developing tools to improve the effectiveness of place-based and integrated responses • applying lessons from existing and emerging work, including Logan Together. 	<ul style="list-style-type: none"> • DCCSDS • Logan Together • QCOSS • Queensland Treasury • VQ

FOCUS AREA

4

Enabling system-wide transformation

ACTIONS	PARTNERS
<p>4.1 Continue to work with Queensland Treasury to identify and progress opportunities through the Market-Led Proposal Framework to promote innovation and improve social outcomes for Queenslanders experiencing vulnerability.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • progressing opportunities to support development and consideration of, and investment in, robust market-led proposals designed to achieve positive social outcomes • promoting the Market-Led Proposal Framework to community services industry organisations. 	<ul style="list-style-type: none"> • CSIA • DCCSDS • Queensland Treasury
<p>4.2 Explore innovative investment approaches through the Social Benefit Bonds Pilot Program, which will address prioritised complex social issues facing Queensland communities and encourage service innovation through joint government and private financing arrangements.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> • contributing to the development of proposed Social Benefit Bonds with Queensland Treasury and non-government organisations, with the establishment of non-government-led programs to tackle challenging social issues, such as homelessness, reoffending and improving outcomes for Aboriginal and Torres Strait Islander peoples • monitoring and reviewing progress of the Social Benefit Bonds Pilot Program. 	<ul style="list-style-type: none"> • DATSIP • DCCSDS • DJAG • DHPW • Queensland Treasury

(continued)



FOCUS AREA

4

Enabling system-wide transformation (continued)

ACTIONS	PARTNERS
<p>4.3 Support social enterprises as alternative and viable business models.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> investigating opportunities to support and simplify the establishment and operation of social enterprises in Queensland helping social enterprises and non-government organisations to partner to create more innovative service delivery and employment opportunities. 	<ul style="list-style-type: none"> CSIA DCCSDS Relevant social enterprises, entrepreneurs and industry organisations
<p>4.4 Promote innovation in the planning and provision of social infrastructure to maintain and enhance social and community wellbeing.</p> <p>This action will involve:</p> <ul style="list-style-type: none"> developing a strategy for social infrastructure to support collaborative and community-needs/place-based approaches to social infrastructure contributing to an action research project to identify learnings from an innovative approach to funding the Moranbah youth and community centre (due to open in 2018). 	<ul style="list-style-type: none"> DCCSDS DILGP QCOSS Relevant human services agencies, local governments and industry organisations