

Strategic Plan 2019–2023

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 objectives:

The Department of Communities, Disability Services and Seniors will:

- 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 leading and responsive approaches in our management and governance.

Our purpose:

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

Our department has three key program areas:

- Disability Connect Queensland
- Community Services and Seniors
- Disability Accommodation Support and Respite Services

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

Our Strategic Priorities

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



1. Put Queenslanders first –

increasing the social and economic participation of all Queenslanders, and building relationships and inclusion to support communities.

2. Value Queensland communities –

investing in local community services and place-based responses to assist communities to thrive and increase resilience.

3. Champion the community services industry –

recognising it as a progressive, high performing industry, delivering jobs and quality services in the regions.

4. Lead in public sector management and governance –

innovative in our approaches to improve the capacity and capability of clients, communities, stakeholders and staff.

We proactively monitor and mitigate our strategic risks, including:

Safeguards – maintaining safeguards reduces the risk of potential harm and ensures Queenslanders can access safe, high quality, reliable services now and into the future.

Investment – monitoring investment outcomes ensures value for money while prioritising the commissioning of services that respond to the needs of our communities.

Performance – focusing on performance reporting frameworks prevents delayed return on investment outcomes and strengthens agency controls and accountability.

Resilience – anticipating resourcing impacts and capability development allows the delivery of services within an environment of change.

We will create opportunities to:

- encourage and support communities and people with disability to find their voice and represent themselves.
- promote and protect the human rights of Queenslanders with disability.
- ensure that NDIS clients are treated with respect and dignity and that clinical frameworks improve lives.
- enable place-based responses that build resilience and support the community to thrive.
- support Queensland’s seniors to access services and programs that reduce the cost of living, enhance wellbeing and promote active engagement in their communities.
- build on our existing partnerships with government and industry to continuously improve the quality of services.

Our Future State: Advancing Queensland

The DCDSS strategic objectives will contribute to the Queensland Government’s objectives for the community Our Future State: Advancing Queensland by:



- As a “Shareholder” in the \$20+ Billion NDIS, holding itself, the Commonwealth Government and the NDIA accountable.
- Developing contemporary legislative frameworks that promote and protect the human rights of Queenslanders with a disability.
- Driving performance and service improvements which support the delivery of inclusive and accessible services for Queenslanders.



- Supporting people with disability to have choice and control in the services they receive.
- Increasing the social and economic participation of Queenslanders with disability, so that they and their families can increase well-being and be full and equal members of society.
- Supporting families through food security programs.
- Improving the supports available for Queensland’s seniors.



- Managing the Government's ongoing investment in the National Disability Insurance Scheme (NDIS) to ensure it delivers on projected employment and economic benefits for Queenslanders.
- Engaging and partnering with peak organisations and associations.



- Supporting responses for people with disability who are experiencing domestic and family violence.
- Partnering with authorities to provide safe 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.



- 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.

Strategies

Performance Indicators

Objective: Improve the wellbeing of individuals requiring disability, community and seniors 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 that they and their families can increase well-being and be full and equal members of society.
- Provide community care services to vulnerable Queenslanders not eligible for the NDIS.
- Support Queenslanders to be financially resilient through access to financial literacy and resilience programs and nil to low interest loans at Good Money Stores.
- Contribute to the Queensland Parliamentary Inquiry into Aged Care.
- Contribute to the implementation of the National Framework for Prevention of Elder Abuse.
- Partner with the community services sector to protect the legal and financial interests of older Queenslanders.
- Support actions to increase options for housing for older people.

Responsive services that improve wellbeing of vulnerable Queenslanders:

- Number of Queenslanders accessing financial counsellors.
- 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.

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 investment in the NDIS to ensure it's delivering the promised jobs and economic benefit for Queensland communities, participants and their families.
- Listen to and support Queensland carers in their critical role.
- Enhance the effectiveness of Neighbourhood and Community Centres through coordinated delivery of responses to local issues.
- Implement Social Cohesion Action Plan and small grants program 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 strategy to promote respect and inclusion of older Queenslanders.
- Support eligible Seniors and Carers with cost of living pressures through available concessions.

Thriving and inclusive Queensland Communities where Queenslanders in need can access community services:

- Eligible Queenslanders are accessing concessions and supports available to them.
- Strong customer satisfaction in responsiveness and level of support provided to communities during disasters.
- Number 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.
- Number of young people engaged in social cohesion projects to support community connection and minimise the risk of social isolation.

Objective: Invest in quality responsive services and supports



- Develop a Queensland Government approach to monitoring public value from NDIS services.
- Partner with the Commonwealth Quality and Safeguards Commission in providing safe service environments for NDIS participants, through criminal history screening and regulating the use of restrictive practices.
- Champion the community services industry by focusing on NDIS market and job opportunities.
- Ensure that workers are screened for criminal histories, so that people with disability 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 well-being 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.
- Making communities across the state welcoming and inclusive in terms of building infrastructure and enabling 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 yellow card applications received and processed.
- Number of volunteering organisations supported by Volunteering Queensland.
- Number of applications for restrictive practices (RP) received.
- Number of RP applications approved/not approved.

Objective: Demonstrate leading and responsive approaches in our management and governance



- Improve departmental workforce inclusion and diversity.
- Oversight, monitoring, measuring and reporting on the implementation of the NDIS Full Scheme Agreement for Queensland (under negotiation).
- 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.
- Ensure that NDIS clients are treated with respect and dignity and that clinical frameworks improve lives. A specialist ODCQ unit will provide an expert clinical service to educate and advise on how to minimise the need for Restrictive Practices, ensure that the least intrusive method is used and that positive behaviour goals are achieved.
- Promote staff well-being 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.
- Employee and stakeholder satisfaction.

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