

2011-2015 Strategic Plan

Our vision
Fair, cohesive and vibrant Queensland communities.

Our purpose
Providing integrated community services that strengthen Queensland.

Our values
The department will undertake the delivery of its services in line with the following values:

- client focus
- collaboration
- diversity
- innovation
- professional integrity.

Our strategic risks are managed and monitored through our robust risk management framework, and relate to the impact of:

- population growth, and the increasing demand and cost of services, on our service delivery systems and practices
- large scale or multiple disaster events requiring the deployment of a high number of staff to meet the demand for community recovery services and the reallocation of resources to meet additional service demand
- an ageing workforce and increasing competition from other government agencies and the private sector, to attract and retain staff with the skills required to meet our current and future service delivery priorities.



We contribute to the following Toward Q2: Tomorrow's Queensland (TQ2) ambitions and targets

The department shares lead responsibility for the **Fair: Supporting safe and caring communities** ambition and leads on the following target:

- Increase by 50% the proportion of Queenslanders involved in their communities as volunteers
- This plan outlines our strategies to support the achievement of this target.

The department also contributes to the following target:

- Have the proportion of Queensland children living in households without a working parent. The department contributes by supporting highly vulnerable Queenslanders to overcome barriers preventing workforce participation, and by engaging with industry to generate jobs, particularly for Indigenous Queenslanders.

...and national reforms

National agreements

- National Affordable Housing Agreement and related National Partnership Agreements on Homelessness and Remote Indigenous Housing.
- National Disability Strategy and National Disability Agreement.
- National Indigenous Reform Agreement, National Partnership Agreement on Remote Service Delivery and other related National Partnerships and agreements.

The department contributes to the **Healthy: Making Queenslanders Australia's healthiest people** ambition and the following targets:

- Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure
 - Queensland will have the shortest public hospital waiting times in Australia.
- The department contributes by increasing opportunities for Queenslanders to participate in sport and active recreation, promoting healthy eating and sun safety practices, and by freeing up hospital beds by ensuring vulnerable individuals including those with a disability or mental health illness are supported to live in more appropriate community based settings.

The department contributes to the **Smart: Delivering world class education and training** ambition and the following targets:

- Three out of four Queenslanders will hold trade, training or tertiary qualifications
 - All children will have access to a quality early childhood education so they are ready for school.
- The department contributes by supporting children and vulnerable individuals to access quality education and training and ultimately improve their schooling and life outcomes.

The department contributes to the **Green: Protecting our lifestyle and environment** ambition and the following target:

- Protect 50% more land for nature conservation and public recreation.
- The department contributes by supporting and planning for the best recreational use of state government lands and by encouraging private land-owners to allow public access to their land.

National plans and frameworks

- Nation Building Economic Stimulus Plan – Social Housing Initiative.
- National Mental Health Plan.
- National Plan to Reduce Violence Against Women and Children.
- National Framework for Protecting Australia's Children.
- National Disaster Resilience Strategy.

National reforms and partnerships

- National Business Regulation and Competition Reforms.
- National Aged and Community Care Reforms.
- National Health and Hospital Reforms.
- National Partnership on Concessions for Pensioners and Seniors.
- International Students Strategy for Australia (National Community Engagement Strategy).

QCPCI

Date:

14.8.2014

Exhibit number:

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...by achieving our strategic objectives

Strategic Objectives Our long term focus.	Strategic policy intents What we will achieve by 2015.	Indicators How we will measure our progress.	Priority strategies What high-level strategies (high-level programs or activities) we will put in place over the four years to achieve our policy intents.
Better services and pathways for our customers and clients.	<p>Over the life of this plan, the department's customers and clients can expect:</p> <ul style="list-style-type: none"> ▶ coordinated and seamless service pathways that result in easier access to appropriate services ▶ a targeted response that best matches need with available supply ▶ improved information about departmental, funded service providers and other non-government organisations' services. 	<ul style="list-style-type: none"> ▶ Services match need. ▶ Improved access to services. 	<ul style="list-style-type: none"> ▶ Implement simpler, fairer and more transparent intake and assessment prioritisation processes. ▶ Provide client and customer-centred, integrated service responses matched to client and customer needs. ▶ Deliver easy-to-access, client and customer-centric services and information for a consistent service experience.
A stronger service system that delivers better value.	<p>Over the life of this plan, funded service providers will:</p> <ul style="list-style-type: none"> ▶ deliver on clearly defined outputs ▶ work collaboratively with government and other non-government organisations to identify and implement more effective and sustainable service delivery models ▶ contribute to the evaluation of client outcomes and their own performance ▶ have streamlined administrative and regulatory reporting requirements. <p>In a service system that:</p> <ul style="list-style-type: none"> ▶ provides more effective services through: <ul style="list-style-type: none"> • client and customer focused policy and programs • common approaches to identification and assessment of client and customer needs • an optimal service and provider mix • a continual improvement in practice through research and training initiatives. ▶ invests to achieve the most benefit according to evidence of need and value for money. 	<ul style="list-style-type: none"> ▶ Service providers meet quality and legislative requirements. ▶ Improved service and provider mix. 	<ul style="list-style-type: none"> ▶ Implement the Queensland Compact commitments by: <ul style="list-style-type: none"> • delivering an improved procurement and contracting framework • promoting models of best practice and creating opportunities for cross-sector collaboration and information sharing across government, funded service providers and other non-government organisations • reducing administrative burden through regulatory simplification • implementing the Human Services Quality Framework • leading the development of a single state government act for funding external entities. ▶ Analyse where high priority need is concentrated and link to improved investment strategy. ▶ Apply economic modelling to key programs and projects and assess the costs and benefits of service delivery system options.
More inclusive, active and safe communities.	<p>Over the life of this plan, Queensland communities can expect:</p> <ul style="list-style-type: none"> ▶ an increased focus on early intervention to build our client and customers' self reliance and minimise the need for future intervention. ▶ increased opportunities for people from culturally diverse backgrounds, for vulnerable individuals, for families, and for disadvantaged groups to: <ul style="list-style-type: none"> • participate in their local communities • achieve economic security and financial independence • achieve greater social inclusion. ▶ support to help communities to prepare for, respond to and recover from natural disasters. 	<ul style="list-style-type: none"> ▶ Reduced barriers to social inclusion. ▶ Participation in sport and active recreation. ▶ Increased volunteering. ▶ Increased early intervention services. ▶ Improved safety and wellbeing. 	<ul style="list-style-type: none"> ▶ Implement commitments under the Council of Australian Government National reform agenda. ▶ Lead the implementation of the TQ2 Volunteering target delivery plan to increase the proportion of Queenslanders volunteering in their communities. ▶ Contribute to the implementation of TQ2 target delivery plans for Training and Qualifications, Chronic Disease Prevention, Hospital Waiting Times, Jobless Households, Greenspace and Early Childhood Education. ▶ Conduct recovery services with the active participation of the affected communities. ▶ Enhance our strategic capability to rapidly respond to emergencies and natural disasters, to lead and coordinate community recovery activities, and to prepare for potential future disasters.

...through the delivery of our services

Strategic policy intents

What we will achieve by 2015.

Aboriginal and Torres Strait Islander Services

- ▶ Coordinated whole-of-government efforts to reduce the gap in health, education, prosperity and quality of life outcomes for Aboriginal and Torres Strait Islander Queenslanders.
- ▶ Greater efforts to advance reconciliation.
- ▶ Improved safety and a reduction in violence, offending and alcohol related harm amongst Aboriginal and Torres Strait Islander people living in urban, regional and remote communities.
- ▶ Continued progress in addressing legacy issues arising from past government controls over Aboriginal and Torres Strait Islander Queenslanders.

Child Safety Services

- ▶ Improved support services for vulnerable individuals and families.
- ▶ Improved well-being and development opportunities for children and young people in care.

Community and Youth Justice Services

- ▶ Appropriate preventative support and development for young people at risk of offending and homelessness.
- ▶ Appropriate intervention services and rehabilitation programs for young offenders.
- ▶ More seniors and volunteers to participate in their local communities.
- ▶ Better targeted services that meet the needs of seniors.

Disability and Community Care Services

- ▶ People with a disability, mental illness and the frail aged under 65 years to have better access to an integrated and enabling continuum of care which includes a range of low-intensity community care services through to specialist disability services.
- ▶ Queensland's communities are more inclusive and enabling of people of diverse abilities.

Housing and Homelessness Services

- ▶ People who are homeless or at risk of homelessness achieving sustainable housing and social inclusion.
- ▶ Support social housing households and applicants to achieve improved economic participation and social inclusion.
- ▶ More people to be supported to access housing that meets their needs through social housing or private market assistance for the duration of their need.
- ▶ Improved housing amenity and reduced overcrowding for Aboriginal and Torres Strait Islander Queenslanders.

Priority strategies

What high-level strategies (high-level programs or activities) we will put in place over the four years to achieve our policy intents.

- ▶ Implement Learning Earning Active Places (LEAP), the Queensland Indigenous urban and regional strategy that aims to connect Indigenous people to services through building relationships and stronger cultural connections across all levels of the community.
- ▶ Facilitate social housing, home ownership and economic development through land administration and infrastructure reforms in discrete Indigenous communities.
- ▶ Contribute to the development of an Indigenous justice strategy to reduce Indigenous over-representation in the criminal justice system.
- ▶ Lead the whole-of-government reconciliation agenda through the Queensland Government Reconciliation Action Plan and supporting cross-government contributions.
- ▶ Develop and maintain community specific protocols for public servants and others when visiting or working in an Indigenous community.

- ▶ Develop and implement strategies for innovative and alternative referral pathways to assist professional referrers to identify and refer vulnerable children and their families so they receive timely access to supports and services.
- ▶ Ensure all eligible children in care have an up to date child health passport.
- ▶ Respond to the needs of Aboriginal and Torres Strait Islander children in the child protection system.
- ▶ Ensure permanency decision making for children occurs in a timely manner.
- ▶ Provide services that help young people in out-of-home care to make a successful transition to independent living.

- ▶ Improve services to support Queensland's most vulnerable young people by consolidating smaller initiatives into a single Youth At Risk initiative which will specify and measure outcomes, promote integration and collaboration across service systems, and streamline administration.
- ▶ Provide interventions and appropriate diversion and support services for young offenders.
- ▶ Ensure the most vulnerable and disadvantaged seniors are the focus of community and government support.

- ▶ Lead a ten-year whole-of-government plan for Queenslanders with disability.
- ▶ Lead a response to the Productivity Commission's Inquiry into a National Life-Time Care and Support Scheme.
- ▶ Implement reforms to Home and Community Care arising through national health and disability agreements.
- ▶ Implement the Growing Stronger reforms to improve service access and support for people with disability.
- ▶ Lead a Community Mental Health Sector Plan to improve service access and non-clinical support for people with mental ill-health.
- ▶ Review the effectiveness and efficiency of the legislative base for specialist disability services.
- ▶ Implement Positive Futures reforms, and a forensic disability service for adults with an intellectual/cognitive disability on a forensic order.
- ▶ Improve access to information through the whole-of-government citizen's disability portal.

- ▶ Progress the national social housing reform agenda including renegotiating the National Affordable Housing Agreement and subsequent National Partnership Agreements.
- ▶ Introduce a national regulatory and registration system for not-for-profit housing providers to guide sector growth and enhance the sector's capacity to operate across jurisdictions.
- ▶ Enhance the availability of private housing programs that assist people to rent a home in the private market or support home ownership.
- ▶ Provide support to enhance the capacity of social housing households and applicants to achieve greater economic and social participation.
- ▶ Implement the Queensland Strategy for Reducing Homelessness.
- ▶ Contribute to Closing the Gap by increasing housing supply and improving housing amenity in Indigenous communities.

continued...

Strategic policy intents

What we will achieve by 2015.

Multicultural Services

- ▶ Queenslanders value cultural diversity and community harmony, and our communities are more inclusive and actively supportive of people of diverse cultural and linguistic backgrounds.
- ▶ People from culturally and linguistically diverse backgrounds have equitable access to government provided and funded services.

Sport and Recreation Services

- ▶ Greater opportunities to participate in sport and active recreation.
- ▶ Increased industry capacity to deliver sport and recreation participation opportunities throughout Queensland.
- ▶ Support for Queenslanders to continually develop, participate in, and achieve success at elite sporting levels.
- ▶ Continued investment into Queensland's whole-of-government sport business and event industry.
- ▶ Improved access to sport and recreation spaces and infrastructure.

Women's Services

- ▶ More support for women to achieve economic security and financial independence throughout their life and increased opportunities for women and girls to participate in non-traditional areas of education, employment and training.

...with the support of our internal business process, human and financial resource functions.

Priority strategies

What high-level strategies (high-level programs or activities) we will put in place over the four years to achieve our policy intents.

- ▶ Develop and implement a new whole-of-government Multicultural Queensland Policy, to outline the government's vision and agenda to make the most of Queensland's rich diversity.
- ▶ Provide funding and support to community projects and events through the Multicultural Assistance Program.
- ▶ Promote social cohesion and positive community relations through the delivery of signature events such as the Queensland Multicultural Festival, Queensland Multicultural Awards and the Premier's Multicultural Photographic Awards.

- ▶ Provide structured sport and active recreation activities through community programs, club support and active recreation centres.
- ▶ Provide funding and/or sponsorships to support community projects, infrastructure, individual development, sporting teams and community events.
- ▶ Help build the capacity of the sport and active recreation industry by providing tailored services, organisational development and encouraging volunteering.
- ▶ Focus coaching and specialist services by the Queensland Academy of Sport toward athlete success at national and international competitions.
- ▶ As a key stakeholder, support bids for major sporting events for Queensland and the nation.
- ▶ Promote sound planning, development, support and advice for the provision of sport and recreation spaces and infrastructure.

- ▶ Develop a five-year whole-of-government plan for women, focusing on: workforce participation, flexible work arrangements and women's leadership. Strategies include: promoting gender awareness, implementing the Women on Boards Strategy, and leading the Women in Hard Hats Program.

Strategic objectives

Our long term goals.

Strategic policy intents

What we will achieve by 2015.

Effective management of our key business processes and our human and financial resources.

Over the life of this plan:

- ▶ our human resource management will result in an enhanced workforce capability, integrity and workplace quality aligned to current and future business needs
- ▶ performance as an organisation will be monitored and evaluated to drive business investment and policy, program and service delivery improvement
- ▶ information management systems, capabilities and practices will deliver consistent and trusted information to drive and support improved client and customer outcomes across all channels
- ▶ our best practice approach to governance will continue to drive accountable, evidence-based and transparent decision making, effective management of risks, and ensure critical issues are managed in a timely and efficient manner
- ▶ implementation of our purchaser/provider framework will result in enhanced role clarity and accountability between service areas and Regional Service Delivery Operations
- ▶ our approach to asset management will result in improved delivery, management and maintenance of property assets that meet current and future business and client needs
- ▶ our financial management will provide transparent and robust financial resource management to support decision making and ensure financial accountability across the department
- ▶ our disaster-ready and rapidly deployable workforce will be able to respond at short notice to emergencies throughout Queensland.

Indicators

How we will measure our progress.

- ▶ Flexible property assets aligned to client and program needs.
- ▶ Flexible and robust ICT systems.
- ▶ Optimal workforce metrics.
- ▶ Effective strategy, policy and financial performance.

Director-General



