

Strategic Plan 2020–2024



Vision

Partner with Aboriginal peoples and Torres Strait Islander peoples, and people of all ages and abilities, so they can thrive culturally, socially and economically

Purpose

To improve the social and economic wellbeing of Aboriginal peoples, Torres Strait Islander peoples, seniors, carers and people of all abilities, by delivering quality targeted support and leading change through enhanced relationships and improved decision making

Principles

- Freedom
- Respect
- Equality
- Dignity
- Self-determination

People

Our SOLID culture exemplifies who we are, what we do, why we do it and the value we add

Values

- Strengths-based
- Open
- Loyal
- Innovative
- Dedicated

Partners

- Seniors, people with disability, and carers, throughout Queensland
- Aboriginal and Torres Strait Islander Queenslanders living in urban, regional, rural and remote communities
- Funded seniors and disability service providers
- Companies, industry, government and non-government organisations, advisory councils and peak bodies across economic, disability, seniors and community sectors
- Commonwealth, Queensland and Local Governments.

Our human rights commitment: We will respect, protect and promote human rights within our decision-making and actions

What we do

Our department contributes to the government's objectives for the community, *Unite and Recover*, by:



Supporting jobs — facilitating new employment opportunities for Aboriginal and Torres Strait Islander Queenslanders and people with disability, and ensuring the opportunities of the National Disability Insurance Scheme (NDIS) are realised through job creation.



Backing small business — empowering Aboriginal and Torres Strait Islander-owned businesses and communities to achieve their economic aspirations, and facilitating the growth of disability service providers under the NDIS.



Backing our frontline services — delivering disability accommodation support and respite services, and enabling people with disability to access services that assist them with their core activities of daily living; delivering programs and services for seniors to enhance their wellbeing; advocating about and contributing to systems that safeguard, and protect seniors and people with disability; working with our strategic partners to close the gap in health, education, justice, employment, child protection and housing outcomes for Aboriginal and Torres Strait Islander Queenslanders; and supporting strategies that improve the cultural capability of the public sector.



Growing our regions — helping Queensland's regions grow by removing barriers in land administration to support home ownership and economic development in remote and discrete communities; championing a process of co-design with Aboriginal and Torres Strait Islander communities to improve efficiencies and outcomes that meet the needs and aspirations of each community; supporting Aboriginal and Torres Strait Islander communities in locally managing their Alcohol Management Plans; connecting Aboriginal and Torres Strait Islander Queenslanders to their community and family histories; and providing services supporting access to the NDIS for people with disability in rural, remote and regional locations.

Strategic risks

We proactively identify and manage the strategic risks that could impact on the achievement of our vision and strategic objectives.

- Safeguards — protecting the rights and safety of people with disability in service environments through investigating complaints, approval of the short-term use of restrictive practices and the screening of disability workers
- Investment — achieving value for money by managing departmental resources to deliver improved outcomes, driving performance through service agreements, and using evidence-based decision-making in prioritising the commissioning of services to ensure they respond to the needs of Queenslanders

Acknowledgement: We pay our respects to Traditional Owners and Elders past and present who have given us strength, inspiration and guidance to create a better Queensland

- Economic and social outcomes — facilitating successful job placements for Aboriginal peoples and Torres Strait Islander peoples; and strategically influencing priority agencies in co-designing policies, programs and services
- Information security — independently validating the evidence that the requirements of information security meet basic system controls
- Legislation — ensuring compliance with legislative requirements
- Workforce — building workforce capability; and maintaining a safe and healthy work environment during the COVID-19 pandemic disaster event
- Safe communities — providing appropriate COVID-19 advice and support to vulnerable Aboriginal and Torres Strait Islander communities

Opportunities

We will capitalise on, and leverage, the opportunities arising from our strategic risks.

- Increase the opportunities for all Queenslanders to feel included and achieve social and economic wellbeing within their communities
- Help communities to thrive through seizing the opportunity to deliver NDIS services locally
- Collaborate with progressive, high-performing sectors to deliver jobs and quality services to all Queenslanders
- Demonstrate innovation in our approaches to improve capacity, capability and resilience of clients, communities, stakeholders and staff
- Collaborate with the Commonwealth, National Disability Insurance Agency (NDIA) and other states and territories to ensure Queenslanders with disability continue to benefit from the NDIS
- Provide evidence-based advocacy to Commonwealth and other state government agencies to improve safeguards, and service design and delivery
- Encourage seniors and people with disability and/or their representatives, to participate in key decisions about them
- Co-design policies with Aboriginal and Torres Strait Islander Queenslanders and other strategic partners
- Lead and monitor whole-of-government design and implementation of best practice policies, strategies and action plans through the Cultural Agency Leaders committee
- Broker strategic partnerships with agencies to deliver improved social and economic outcomes
- Develop information technology solutions that support service delivery
- Build individual and organisational capability to support departmental priorities
- Strengthen strategic partnerships with Aboriginal and Torres Strait Islander communities, mayors and government agencies, to improve community resilience in responding to pandemic events
- Strengthen the department's governance frameworks based on contemporary best practice.

Our strategic objectives

Improve wellbeing



Strategies

- 1.1 Support Queenslanders with disability to lead better lives and maximise opportunities, by ensuring effective governance provisions are in place for NDIS
- 1.2 Deliver the next All Abilities Queensland Plan, focussing on employment opportunities for people with disability
- 1.3 Lead the whole-of-government response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
- 1.4 Work with the Commonwealth Government, and other key stakeholders, to develop the new National Disability Strategy
- 1.5 Work with other jurisdictions to achieve a more nationally consistent authorisation process for restrictive practices
- 1.6 Support older people to lead healthy and productive lives, and ensure government policies and programs are age-friendly and inclusive
- 1.7 Support the Minister for Transport and Main Roads to investigate an online Seniors Card booking system
- 1.8 Work with strategic partners, including aged care facilities and disability service providers, to prepare for, respond to, and recover from COVID-19 disaster events
- 1.9 Contribute to the reforms to palliative care
- 1.10 Partner with families, guardians and the NDIA to ensure client needs are regularly assessed and funded
- 1.11 Engage primary health networks to ensure people with disability have access to regular comprehensive health assessments
- 1.12 Deliver NDIS access and outreach services to Queenslanders in remote and regional locations

Success measures

- Increase in:
 - number of seniors accessing the Seniors Enquiry Line
 - percentage of eligible people accessing concessions and support services
 - percentage of eligible seniors with a Seniors Card
 - number of Limited Community Treatment supports provided to clients
 - satisfaction by families and guardians with service quality
 - uptake of NDIS by clients of Outreach and Assessment services
- Number of people with disability receiving departmental accommodation support services
- Percentage of approved accommodation support places used
- Number of Accommodation and Respite supports provided to clients that contribute to the goals in their NDIS Plan
- Proportion of clients who have comprehensive annual health plans

Co-design policies, programs and services



Strategies

- 2.1 Continue to work towards reframing the relationship between Aboriginal and Torres Strait Islander communities and the Queensland Government, through the Path to Treaty
- 2.2 Establish a Treaty Advancement Committee to provide expert advice and guidance to government on options to advance the Path to Treaty process
- 2.3 Partner with Aboriginal peoples and Torres Strait Islander peoples, and other key stakeholders, to support thriving Aboriginal and Torres Strait Islander communities
- 2.4 Support the relevant Ministers and the Queensland Aboriginal and Torres Strait Islander Child Protection Peak Limited to increase the number of community controlled organisations with delegated and cultural authority to make decisions
- 2.5 Support initiatives under the *Queensland Housing Strategy 2017–2027*, including the *Aboriginal and Torres Strait Islander Housing Action Plan 2019–2023*
- 2.6 Implement the refreshed Ministerial Government Champions Program to work with communities to improve life outcomes for Aboriginal peoples and Torres Strait Islander peoples
- 2.7 Represent Queensland on the National Federation Reform Council Taskforce on Indigenous Affairs, the Disability Forum Minister's meeting and the Joint Council on Closing the Gap
- 2.8 Work with Queensland's Welfare Reform communities to build on community achievements and build local Aboriginal and Torres Strait Islander authority and governance
- 2.9 Partner with seniors and people with disability in the redevelopment of the state seniors and disability plans

Success measures

- Total cost per hour of community participation policy
- Total cost per hour of economic participation policy
- Increase in number of successful engagements with people with disability, and the disability sector

Invest in quality services



Strategies

- 3.1 Work with Queensland Health and Ambulance Services to develop an improved service delivery model for the forensic disability service system
- 3.2 Implement the NDIS Worker Screening System in Queensland as a strengthened national safeguard for people with disability
- 3.3 Work with relevant Ministers to integrate screening processes and realise efficiencies, including working with children checks and disability screening
- 3.4 Provide funding to support disability peak bodies to build sector capacity and capability
- 3.5 Provide funding to disability advocacy services to help people with disability resolve concerns
- 3.5 Maintain a program of funded service quality audits under the Human Services Quality Framework (HSQF)
- 3.6 Continue to support and engage with the Director of Forensic Disability who has statutory oversight of the Forensic Disability Service
- 3.7 Embed continuous improvement and internal quality review programs to inform quality service improvements

Success measures

- Percentage of funded services that meet the needs of people with disability and seniors
- Number of applications for the short-term use of restrictive practices received
- Compliance with the HSQF through the independent annual certification audit
- Increase in:
 - satisfaction with the effectiveness of the HSQF
 - satisfaction by industry partners with their engagement with the department

Influence service delivery and economic outcomes



Strategies

- 4.1 Maximise employment and business opportunities for Aboriginal and Torres Strait Islander Queenslanders
- 4.2 Facilitate improved economic development and participation outcomes for Aboriginal peoples and Torres Strait Islander peoples by driving the whole-of-government Moving Ahead strategy, and supplying economic development opportunities to Traditional Owners
- 4.3 Empower individuals, businesses and communities to achieve their economic aspirations through the development of policies and programs to increase participation by Aboriginal and Torres Strait Islander Queenslanders in employment and business
- 4.4 Continue driving the whole-of-government implementation of the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy
- 4.5 Support the relevant Ministers in developing a Training Strategy for Aboriginal and Torres Strait Islander Queenslanders
- 4.6 Continue the development and implementation of infrastructure and strategic initiatives that support economic development and whole-of-government co-ordination of infrastructure works in remote and discrete communities
- 4.7 Undertake master planning in remote Aboriginal and Torres Strait Islander communities to prepare for future residential and industrial land use and economic development
- 4.8 Work with Councils and Traditional Owners on negotiating Indigenous Land Use Agreements (ILUAs) to support economic development and home ownership, and provide ILUA implementation support for local Councils, Trustees and Traditional Owners
- 4.9 Lead the implementation of the National Agreement on Closing the Gap and the co-design of a Queensland implementation plan
- 4.10 Assist Aboriginal and Torres Strait Islander Queenslanders to own their homes in remote and discrete communities, through facilitating 99-year home ownership leases and resolving legacy issues
- 4.11 Provide whole-of-government support to local, state and Commonwealth governments, and to land Trustees and Aboriginal and Torres Strait Islander communities, related to technical advice in land tenure-related actions to support home ownership, commercial leasing, government land divestments, Native Title compliance, and other infrastructure and land-related matters
- 4.12 Support Aboriginal and Torres Strait Councils in complying with statutory requirements to administrate and publish their planning schemes and provide education, capacity building and support in relation to development applications
- 4.13 Monitor the NDIS workforce in Queensland and collaborate on initiatives with the Commonwealth Government and disability sector

Success measures

- Increase in:
 - Government addressable procurement spend with Aboriginal and Torres Strait Islander businesses
 - number of Aboriginal and Torres Strait Islander businesses securing government procurement
 - value of government procurement from Aboriginal and Torres Strait Islander businesses
 - number of job placements for Aboriginal peoples and Torres Strait Islander peoples facilitated by the department*
 - Aboriginal and Torres Strait Islander successful job outcomes – employment over three months and six months
 - number of houses made available for ownership for Aboriginal peoples and Torres Strait Islander peoples in targeted communities
 - number of Queensland Government agencies with a Cultural Capability Action Plan

* Including jobs recorded through Queensland Government Building and Construction Training Policy-eligible projects constructed within the discrete communities

Support safe and connected communities



Strategies

- 5.1 Implement the structure and processes for Torres Strait Islander families to apply for cultural recognition
- 5.2 Support the implementation of the *Domestic and Family Violence Prevention Strategy 2016–2026*, and the strategies within *Queensland's Framework for Action – Reshaping our approach to Aboriginal and Torres Strait Islander domestic and family violence*
- 5.3 Support key stakeholders in undertaking a culturally appropriate community conversation with Aboriginal and Torres Strait Islander children and young people about their interactions with the justice system
- 5.4 Continue to support Aboriginal and Torres Strait Islander communities to locally manage their Alcohol Management Plans, including implementing strategies tailored to the unique needs and aspirations of each community
- 5.5 Support activities that promote reconciliation through the Queensland Government Reconciliation Action Plan
- 5.6 Finalise the review of the Cultural Heritage Acts
- 5.7 Continue to support the implementation of the government's plan for *Action on Ice* to address use and harm caused by crystal methamphetamine
- 5.8 Support the relevant Ministers in the development and finalisation of local health equity strategies; and in overseeing the pilot of On Country programs
- 5.9 Continue to provide community and personal history services ensuring recommendations of the *Royal Commission into Aboriginal Deaths in Custody and Bringing Them Home* reports are met
- 5.10 Continue to fund the Elder Abuse Prevention Service and Seniors Legal Service

Success measures

- Increase in customer satisfaction with cultural heritage services

Strengthen capability, innovation and governance



Strategies

- 6.1 Strengthen performance through contemporary governance best practice
- 6.2 Improve departmental workforce inclusion and diversity
- 6.3 Maintain respectful relationships and cultural considerateness that promote trust and accountability to achieve results
- 6.4 Drive performance, innovation and service delivery improvements aligned to the government's priorities, through evaluations, reviews, data and feedback
- 6.5 Build on and maintain workforce capability that is outcomes focussed to consistently deliver service expectations
- 6.6 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 SOLID values
- 6.7 Provide opportunities for staff through learning, development and training to enable continuous improvement
- 6.8 Implement service improvements in line with the Bilateral Agreement
- 6.9 Engage with staff on the outcome of the *Working for Queensland survey* and empower them to design approaches that make the department an employer of choice
- 6.10 Build on the accessibility of the department's services and employment opportunities
- 6.11 Ensure the department's Disability Service Plan is contemporary and actions are implemented

Success measures

- Cultural Capability Action Plan deliverables implemented
- Reconciliation Action Plan deliverables implemented
- Increase in:
 - satisfaction of employees and stakeholders with agency leadership and workplace culture
 - workforce diversity
 - number of staff who have completed the mandatory cultural awareness training