# STRATEGIC PLAN 2022-2026 (revised November 2022)

## Our vision

Seniors, people with disability, and Aboriginal and Torres Strait Islander peoples thriving culturally, socially and economically.

## Our purpose

To promote respect for human rights and freedoms, enhance access to services and supports, and lead changes to improve the lives of seniors, carers, people with disability and Aboriginal and Torres Strait Islander Queenslanders.

## Our values

* **S**trengths based
* **O**pen
* **L**oyal
* **I**nnovative
* **D**edicated

## Our people

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

## Our principles

* Freedom
* Respect
* Equality
* Dignity
* Self-determination.

## Our 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, businesses, government and non-government organisations, research institutes, advisory councils, advocacy organisations and peak bodies
* Commonwealth, Queensland and Local Governments, and other State and Territory Governments.

## Our human rights commitment

We will respect, protect and promote human rights within our decision-making and actions.

*We pay our respects to the Aboriginal and Torres Strait Islander peoples of this land, their spirits and their legacy. The foundations laid by these ancestors—the First Australians—give strength, inspiration and courage to current and future generations towards creating a better Queensland.*

## What we do

The agency supports the Government’s objectives for the community:

- Good jobs: Good, secure jobs in our traditional and emerging industries

- Better services: Deliver even better services right across Queensland

- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

* Supporting jobs
* Backing small business
* Investing in skills
* Backing our frontline services
* Connecting Queensland
* Growing our regions
* Honouring and embracing our rich and ancient cultural history.

## Our key challenges

* Fostering strong partnerships with Aboriginal and Torres Strait Islander peoples to co-design policies, programs and services
* Evolving community and stakeholder expectations requiring greater responsiveness
* Allocating resources to support the best outcomes for seniors, people with disability, and Aboriginal and Torres Strait Islander peoples
* Building staff capacity and resilience to respond to a rapidly changing environment
* Protecting our information assets and preventing cyber-crime.

## Our strategic opportunities

* **Respect and working together**: Realising the benefit for all Queenslanders of embracing the world’s oldest continuous, living cultures through community and government partnerships and the co-design of policies, programs and services with Aboriginal and Torres Strait Islander peoples
* **Economic and social growth and opportunities**: Enabling improved economic and social outcomes for seniors, people with disability, and Aboriginal and Torres Strait Islander peoples in partnership with stakeholders, advocates, business, industry and government
* **Safeguards:** Protecting the safety, wellbeing, and human and other rights of direct service recipients through effective resourcing, support for our workers and responsive systems
* **Value and quality**: Focusing resourcing towards government priorities and direct service delivery, and ensuring quality, value for money services from third party providers through strengthened partnerships
* **Safe and engaging workplace**: Fostering a safe and engaging workplace that attracts, develops and retains capable and resilient employees who demonstrate the department’s SOLID values
* **Responsive and relevant governance**: Evolving our corporate governance arrangements to ensure that they continue to be responsive, relevant and fit-for-purpose, enabling us to improve service delivery outcomes; meet legislative and regulatory requirements, including information privacy, cyber and other security provisions; and respond to community and stakeholder expectation.

## Strategic objective one

### Promote inclusion and access to programs and services

Backing our frontline services

Supporting jobs

Honouring and embracing our rich and ancient cultural history

* 1. Develop and implement a contemporary Queensland Seniors Strategy, underpinned by the World Health Organisation age-friendly approach, to support older Queenslanders to lead healthy, productive and socially connected lives, and ensure government policies and programs are age-friendly and inclusive
  2. Reduce cost of living pressures for seniors and other vulnerable Queenslanders by administering a range of rebates and concessions
  3. Support the commitments under *Australia’s Disability Strategy 2021-2031* and implementation of Queensland’s disability plan
  4. Ensure the voices of Queenslanders with disability are heard and people with disability are supported to participate fully in their communities, including employment opportunities, by funding disability advocacy organisations and peak and representative organisations
  5. Monitor the performance of the NDIS in Queensland, and advocate for policy and operational changes, to ensure that Queenslanders with disability can access the services and supports they need and that the needs of Accommodation Support and Respite Services clients are regularly assessed and funded
  6. Partner with Queensland Health and Ambulance Services to continue reform of the forensic disability service system in Queensland
  7. Develop a Queensland Indigenous Voice model that best meet the needs and priorities of Aboriginal and Torres Strait Islander Queenslanders informed by existing reforms underway in Queensland, including Path to Treaty and Local Thriving Communities and the national Indigenous Voice process
  8. Partner with strategic partners, including disability and seniors service providers, and Aboriginal and Torres Strait Islander communities, to prepare for, respond to, and recover from pandemic and other disaster events.

### Our success indicators

* Improved access to the Seniors Card program by seniors
* Improved access to quality accommodation support services by people with disability.

## Strategic objective two

### Increase engagement through co-design

Backing our frontline services

Honouring and embracing our rich and ancient cultural history

* 1. Demonstrate commitment to co-design and collaboration for new departmental policies and programs for seniors, people with disability and Aboriginal and Torres Strait Islander peoples
  2. Provide a voice to government and mechanism for co-design through maintaining Ministerial Advisory Councils on disability and carers
  3. Continue to drive the Queensland Government’s commitment to reframing the relationship with Aboriginal and Torres Strait Islander Queenslanders through implementing the next steps to the Path to Treaty, including truth telling and healing actions, supporting Aboriginal and Torres Strait Islander peoples’ treaty readiness and leading Government treaty readiness
  4. Lead the implementation of the National Agreement on Closing the Gap
  5. Work with Queensland’s Aboriginal and Torres Strait Islander communities to build local Aboriginal and Torres Strait Islander authority and governance and establish local decision-making bodies through the Local Thriving Communities reform.

### Our success indicators

* Increased participation of people with disability and the disability sector in program and service design, and delivery
* Increased satisfaction with the quality of secretariat support services provided to disability and carer advisory councils.

## Strategic objective three

### Influence social and economic outcomes

Supporting jobs

Investing in skills

Backing small business

Connecting Queensland

Growing our regions

Honouring and embracing our rich and ancient cultural history

* 1. Improve social and economic outcomes for Queensland NDIS participants by examining and reporting on plan utilisation and advocating for action on systemic issues
  2. Deliver initiatives that help build the capacity of individuals and small businesses to provide NDIS services and related jobs within Queensland, including remote communities
  3. Support the growth of employment opportunities in the disability care and support sector through the administration of an efficient disability worker screening system
  4. Drive the whole-of-government implementation of the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy
  5. Empower individuals, businesses and communities to achieve their economic aspirations through supporting the development of policies and programs to increase participation by Aboriginal and Torres Strait Islander Queenslanders in employment and business
  6. Engage with Aboriginal and Torres Strait Islander Queenslanders to develop a new economic strategy that expressly recognises the rich and vibrant contribution of Aboriginal and Torres Strait Islander peoples to the Queensland economy
  7. Continue the development and implementation of strategic initiatives that support economic development and whole-of-government co-ordination of infrastructure works within remote and discrete communities, and other areas of Queensland.

### Our success indicators

* Increased number of Aboriginal and Torres Strait Islander businesses securing government procurement
* Increased value of government procurement from Aboriginal and Torres Strait Islander businesses.

## Strategic objective four

### Foster safe and connected communities

Backing our frontline services

Connecting Queensland

Growing our regions

Honouring and embracing our rich and ancient cultural history

* 1. Continue to fund programs and services through competitive processes that generate best value and outcomes in safeguarding the wellbeing of older Queenslanders, including preventing and responding to elder abuse
  2. Safeguard the rights and wellbeing of people with disability by undertaking disability worker screening, preparing positive behaviour support plans and assessing the short-term use of restrictive practices
  3. 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*, and the *Queensland’s Plan to respond to domestic and family violence against people with disability*
  4. Work with relevant Ministers and departments to implement the renewed approach to alcohol management in Aboriginal and Torres Strait Islander communities; supporting timely responses and community-led strategies that promote a safe, regulated supply of alcohol
  5. Support activities that promote Aboriginal and Torres Strait Islander cultures and advance reconciliation by leading whole-of-government cultural capability, Indigenous languages and reconciliation actions and reporting
  6. Support communities to protect and value Aboriginal and Torres Strait Islander cultures and heritage by reviewing and administrating Queensland’s Cultural Heritage Acts
  7. Continue to provide assistance and research related community and personal histories of Aboriginal and Torres Strait Islander peoples
  8. Partner with community leadership to deliver community-led initiatives to improve Aboriginal and Torres Strait Islander people’s social and emotional wellbeing outcomes.

### Our success indicators

Improved outcomes for our stakeholders who access cultural heritage services.

## Strategic objective five

### Strengthen capability, innovation and governance

Backing our frontline services

* 1. Strengthen performance through contemporary governance best practice
  2. Improve departmental workforce inclusion and diversity
  3. Drive performance, innovation and service delivery improvements aligned to the government’s priorities, through evaluations, reviews, data and feedback
  4. Build on and maintain workforce capability that is outcomes focussed to consistently deliver service expectations
  5. Value our staff, support them through change, and assist them to engage in departmental programs that build leadership competencies and capability, and encourage innovation in line with our SOLID values
  6. Invest in the learning and capability development of our staff, ensuring that their safety, health and wellbeing is a priority, with a focus on the attraction and retention of a skilled and diverse workforce
  7. 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.

### Our success indicators

* Improved staff capability in governance and legislative compliance
* Increased workforce diversity
* Improved employee satisfaction results through the Working for Queensland Survey.