

Interim Strategic Framework for the new Department of Communities

OUR POLICY CONTEXT

Toward Q2: Tomorrow's Queensland ambitions and 2020 targets

Strong: creating a diverse economy powered by bright ideas	» Queensland is Australia's strongest economy, with infrastructure that anticipates growth
Green: protecting our lifestyle and environment	» Cut Queenslanders carbon footprint by one third with reduced car and electricity use » Protect 50% more land for nature conservation and public recreation
Smart: delivering world class education and training	» All children will have access to a quality early childhood education so they are ready for school » Three out of four Queenslanders will hold trade, training or tertiary qualifications
Healthy: making Queenslanders Australia's healthiest people	» Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure » Queensland will have the shortest public hospital waiting times in Australia
Fair: supporting safe and caring communities	» Halve the proportion of Queensland children living in households without a working parent » Increase by 50% the proportion of Queenslanders involved in their communities as volunteers

National reforms

» Economic Stimulus National Partnership » National Indigenous Reform Agreement and related National Partnerships and other Agreements	» National Affordable Housing Agreement and related National Homelessness, Social Housing and Remote Indigenous Housing Agreements » National Disability Agreement	» National Action Plan for Mental Health » National Child Protection Framework » National Partnership on Concessions » National business regulation and competition reforms
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Qld Government election and other commitments

OUR MISSION

Services and supports that build fair, cohesive and vibrant communities

OUR GOALS

Clients	Improved well-being, safety, health and participation of Queenslanders, particularly for vulnerable and disadvantaged people
Communities	Improved sustainability, liveability, prosperity and cohesion of Queensland communities
Partners	Improved capability, sustainability and productivity of community and other services and systems in Queensland

OUR SERVICES

» Housing and Homelessness services » Community and Youth Justice services » Child Safety services	» Disability services » Aboriginal and Torres Strait Islander services	» Sport and Recreation services » Multicultural services » Women's services
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OUR AGENCY OBJECTIVES AND STRATEGIES

Better services and pathways for clients:

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| <ul style="list-style-type: none"> » Improving needs assessment for clients accessing human services » Improving client access to the best mix of quality services and continuum of care when needed » Meeting quality client service standards » Building cultural-capability » Coordinating case management for clients with complex and specialised needs » Redressing the relative under-or over-representation of Aboriginal and Torres Strait Islander people | <ul style="list-style-type: none"> » Shifting the focus and balance toward prevention and early intervention » Building and using evidence-based approaches » Designing and delivering services that enable clients to be resilient and independent » Linking clients to other services and supports, including sport and recreation |
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More inclusive, active and safe communities:

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| <ul style="list-style-type: none"> » Promoting participation in community life » Promoting active and healthy lifestyles by children and adults » Enabling social inclusion and reconciliation » Making better use of community facilities » Promoting child-safe communities | <ul style="list-style-type: none"> » Breaking concentrations and legacies of disadvantage through coordinated and place-based approaches » Linking clients to education and employment opportunities » Partnering with and leveraging the efforts of other agencies, other levels of government, and the not-for-profit, private and other sectors |
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A more sustainable community service system that delivers better value:

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| <ul style="list-style-type: none"> » Delivering value-for-money and investing in what works » Enabling robust organisations within productive service systems » Streamlining grants management, standards, regulation and accountability » Improving performance of internal and external services » Developing a skilled and flexible human services workforce | <ul style="list-style-type: none"> » Improving partnerships and engagement in policy, planning, service and evaluation processes » Planning for a growing population, and increasing demand and complexity of client and community need » Making optimal use of available resources and managing increased costs of services » Managing impacts of climate change » Sharing knowledge |
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OUR WHOLE-OF-AGENCY POLICY AND SERVICE PRIORITIES

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| <ul style="list-style-type: none"> » Contributing to the Q2 Strong, Healthy, Green, Smart and Fair ambitions by leading the Collaborative Agreement on Volunteering and contributing to the Obesity, Waiting Lists, and Working Parents agreements as appropriate » Implementing National Agreement and Partnership commitments effectively, in particular those involving significant investments such as Homelessness and Social Housing » Closing the Gap by working with Aboriginal and Torres Strait Islander Queenslanders and others, driving reform in services, infrastructure and planning in communities and making mainstream services more responsive | <ul style="list-style-type: none"> » Supporting Queensland's children and families at risk of entering the child protection system through earlier intervention and better access to a range of services » Driving policy and service reform to strengthen Queensland's community service system and working with the NGO sector to implement the Queensland Compact » Supporting Queenslanders impacted by natural disasters and other crises |
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OUR ENABLERS

2008–09 Estimated (exc. statutory bodies):

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| <ul style="list-style-type: none"> » Output: \$3,429 million » Capital: \$633 million » 9,344 FTE staff » Strong Leadership | <ul style="list-style-type: none"> » Good Governance » Strong Accountability » A Capable Workforce » Safe and Supportive Workplaces | <ul style="list-style-type: none"> » Sound Values and Behaviours » Productive Relationships » Wise and Effective Investment » Robust Systems and Tools |
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OUR SERVICE ACTIVITIES

Housing and Homelessness:	
<ul style="list-style-type: none"> » Provide and fund social rental housing for low-to moderate-income families and individuals for the duration of their need » Provide and fund appropriate housing in regional and remote Indigenous communities 	<ul style="list-style-type: none"> » Provide and fund assistance to people who are homeless or at risk of homelessness » Provide and fund assistance to low-to moderate-income families and individuals in the private rental and home purchase markets
Community and Youth Justice:	
<ul style="list-style-type: none"> » Provide and fund support, early intervention and specialist services for vulnerable children, families and individuals » Provide and fund services for young people at-risk, including leadership and development opportunities » Provide statutory youth justice services, including conferencing, and community and detention services 	<ul style="list-style-type: none"> » Promote and fund strategies to increase and support volunteering » Provide funding to support participation by seniors in their communities » Provide community recovery responses to natural and other disasters
Child Safety:	
<ul style="list-style-type: none"> » Provide and fund services for children, young people and families at risk to improve their safety and support positive futures » Provide and fund services and therapeutic placements for children and young people in care to improve their safety and support positive futures 	<ul style="list-style-type: none"> » Provide supports for young people transitioning from care » Provide adoption services, including assessing prospective adoptive parents and requests for information
Disability:	
<ul style="list-style-type: none"> » Provide and fund accommodation support services to enable a person with a disability or mental illness to remain in existing or move to more suitable accommodation » Provide and fund community services to enable the frail aged and people with a disability or mental illness to live and participate in community 	<ul style="list-style-type: none"> » Provide funding for respite services enabling short-term and time-limited breaks for families, carers and other voluntary care givers of frail aged and people with disabilities » Fund Home and Community Care services and non-clinical community mental health services
Sport and Recreation:	
<ul style="list-style-type: none"> » Provide services to encourage more Queenslanders to participate in sport and recreation and lead an active lifestyle » Partner with the sport and recreation industry, schools and local governments to provide facilities, programs and services that support participation in and development of sport and recreation 	<ul style="list-style-type: none"> » Work with the Australian Government and sporting organisations to develop elite athletes » Support major sporting events and development of Queensland's elite sport and recreation facilities
Multicultural:	
<ul style="list-style-type: none"> » Provide whole-of-government leadership in multicultural policy and engagement with ethnic communities across Queensland 	<ul style="list-style-type: none"> » Provide, broker and fund multicultural events, partnerships and community development initiatives
Women:	
<ul style="list-style-type: none"> » Provide whole-of-government leadership in women's policy and engagement with Queensland women » Provide information and raise awareness in relation to issues for Queensland women and girls 	<ul style="list-style-type: none"> » Broker and support women's events, partnerships and community initiatives
Aboriginal and Torres Strait Islander:	
<ul style="list-style-type: none"> » Provide whole-of-government leadership in policy and engagement with Aboriginal and Torres Strait Islander Queenslanders at state, regional and local levels » Coordinate improvements to service delivery to Aboriginal and Torres Strait Islander clients and communities, including through place-based initiatives 	<ul style="list-style-type: none"> » Provide reparations and other services to address legacies of past controls » Provide, broker and fund Aboriginal and Torres Strait Islander events, partnerships and community initiatives » Provide leadership to Qld Govt reconciliation actions

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OUR KEY SERVICE AREA INITIATIVES: 2009–10

Housing and Homelessness:

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| <ul style="list-style-type: none"> » Lead and implement the National Affordable Housing Agreement and related Partnerships in Queensland » Lead and fund delivery of One Social Housing System reforms » Work with the NGO housing sector on reforms in social housing | <ul style="list-style-type: none"> » Lead and implement a Qld Homelessness Strategy » Work with Indigenous communities to improve the range of available housing options » Promote housing diversity |
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Community and Youth Justice:

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| <ul style="list-style-type: none"> » Review family support services and options for earlier intervention for vulnerable children and families » Implement the Qld Domestic and Family Violence Strategy » Implement <i>Juvenile Justice</i> legislative reforms » Implement initiatives to reduce demand and to increase detention capacity | <ul style="list-style-type: none"> » Lead and deliver community recovery responses » Lead and promote initiatives to increase volunteering » Finalise Redress scheme for former residents of Qld's children's institutions » Review concessions entitlements to public services for Seniors Card holders |
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Child Safety:

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| <ul style="list-style-type: none"> » Review intake processes » Delivery of child safety facilities in a timely manner » Improve working relations with other agencies arising from SCAN review » Increase direct service delivery capability and reduce staff turnover | <ul style="list-style-type: none"> » Reform <i>Child Protection and Adoption</i> laws and services to accord with best practice » Improve the number, diversity, stability, cultural appropriateness and permanency of placements, and effectively transition young people out-of-care » Deliver the National Child Protection Framework with the Aust Govt |
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Disability:

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| <ul style="list-style-type: none"> » Lead and implement the National Disability and HACC Agreements » Advance the 10 year vision for disability services to shift the focus to early intervention and person-centred approaches » Implement the Growing Stronger, <i>The Way Forward</i> and Investing in <i>Positive Futures</i> initiatives » Develop a Queensland Plan for the Mental Health community sector 2009–17 (in conjunction with Health) | <ul style="list-style-type: none"> » Advance initiatives in relation to people with disabilities in the Criminal Justice and Health systems » Increase accommodation and respite care for young people on Gold Coast » Trial and evaluate the effectiveness of alternate models of care » Develop an Action Plan for Children with disabilities |
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Sport and Recreation:

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| <ul style="list-style-type: none"> » Deliver the next phase of the <i>Find Your 30</i> campaign » Build capacity in the sport and rec. industry to service a growing population and provide opportunities for volunteering » Target sport and recreation opportunities to support social inclusion and the well-being of children and young people, esp. those at-risk | <ul style="list-style-type: none"> » Position Queensland as a premier sporting destination and maintain our edge in developing elite athletes » Facilitate with Stadiums Qld the redevelopment of the Gold Coast Stadium » Promote good behaviour initiatives with sporting organisations and athletes » Undertake an audit of state-owned sport and recreation facilities |
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Multicultural:

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| <ul style="list-style-type: none"> » Review the <i>Multicultural Queensland — Making a World of Difference</i> policy » Lead initiatives and events promoting and supporting the benefits of cultural diversity and harmonious community relations, including anti-racism initiatives | <ul style="list-style-type: none"> » Implement funding initiatives under the Multicultural Assistance Program |
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Women:

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| <ul style="list-style-type: none"> » Develop new strategic directions to build on <i>Women in the Smart State: 2003–08</i> » Support policy development and initiatives across government to promote women's workforce participation and economic security | <ul style="list-style-type: none"> » Lead initiatives and events throughout Queensland that support, recognise and promote women's social and economic participation |
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Aboriginal and Torres Strait Islander:

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| <ul style="list-style-type: none"> » Lead the COAG Closing the Gap agenda in Qld » Drive Welfare, Alcohol, Service, and Land, Housing and Infrastructure reforms by place-based initiatives in remote communities » Engage with the QLD Aboriginal and Torres Strait Islander Advisory Council | <ul style="list-style-type: none"> » Renew local and regional engagement initiatives » Provide reparations and other services to address legacies of past controls » Grow the Qld Aboriginal and Torres Strait Islander Foundation » Review Community Stores |
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Interim Strategic Framework for the new Department of Communities

OUR KEY CROSS-CUTTING SERVICE REFORM INITIATIVES: 2009–10

Better services and pathways for clients:

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| <ul style="list-style-type: none"> » Align client intake and assessment and coordinate case management as required » Review Court Services arrangements » Migrate suitable information and transactional services to Smart Service Qld » Deliver culturally capable and responsive services » Contribute to integrated policies and services with the justice and other clusters | <ul style="list-style-type: none"> » Deliver a workable model for early intervention child protection services » Implement components of the Logan Beenleigh Young Persons' Project model » Extend the expectation on people to make their best efforts and take personal responsibility when accessing social housing and other services |
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More inclusive, active and safe communities:

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| <ul style="list-style-type: none"> » Work with all levels of govt, and the private and NGO sectors, on integrated and targeted renewal initiatives in priority local communities which build capacity, drive service reform and respond to local needs » Publish and analyse data on key community indicators | <ul style="list-style-type: none"> » Lead the Qld Govt Reconciliation Action Plan » Lead the Q2 Collaborative Agreement on Volunteering » Promote corporate social responsibility initiatives |
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A more sustainable community service system that delivers better value:

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| <ul style="list-style-type: none"> » Implement the Queensland Compact Action Plan » Improve performance management of NGO services » Align funding to Government priorities » Lead a whole-of-govt initiative to improve service provider capability | <ul style="list-style-type: none"> » Streamline grants management » Apply needs-based planning, service review and resource prioritisation methodologies in priority areas » Improve service costing methodologies and develop a results-based investment framework |
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