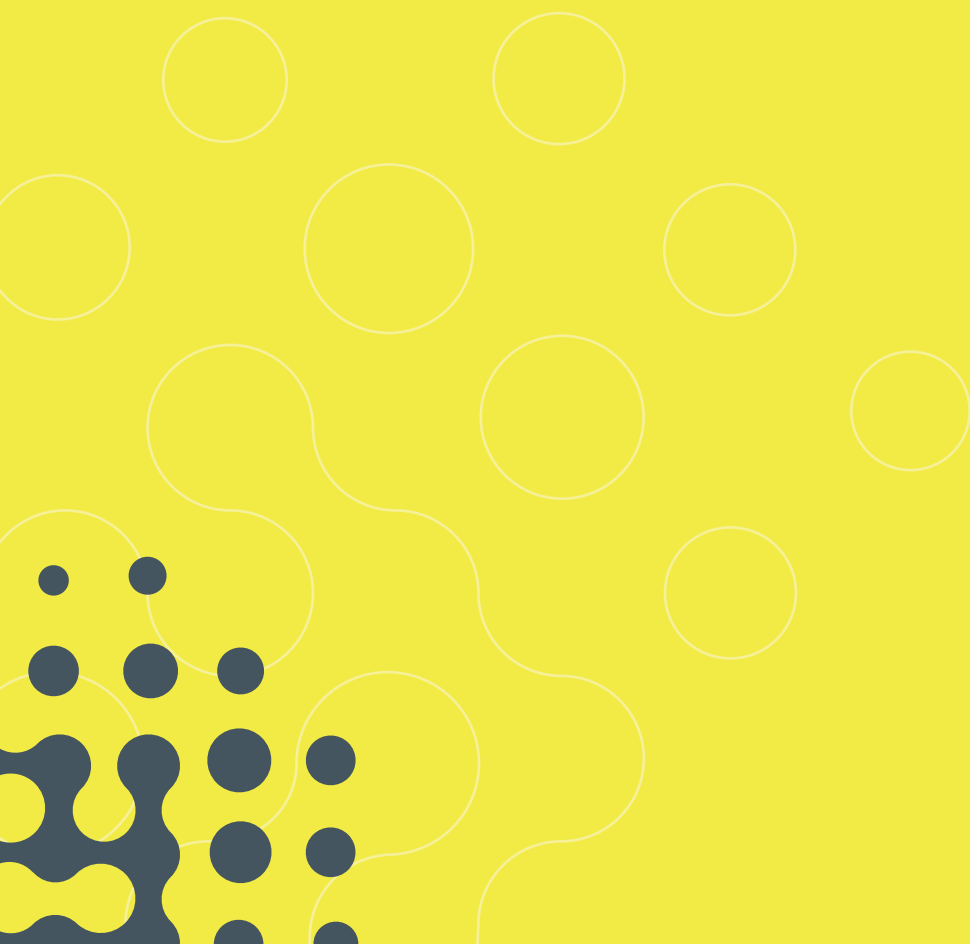


# Disability Services Queensland Strategic Plan 2005–09



**Queensland Government**  
Disability Services Queensland

delivering quality services and building supportive communities



## Foreword

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Most of us are touched by disability at some time or other in our lives. Whether it is our own experience – or that of a family member, friend, relative or neighbour – disability is part of everyday life.

Our purpose ... *delivering quality services and building supportive communities* summarises the way we view our role – to fund and provide disability services, and to build inclusive and supportive communities that enable people with a disability to participate in all facets of community life.

In order to achieve our purpose we have adopted four strategic objectives:

- Improve the quality of disability services for people with a disability and their families and carers
- Increase disability services for people with a disability and their families and carers
- Build supportive communities
- Achieve whole of government's approach to increase access to mainstream services for people with a disability.

Disability Services Queensland plays a vital role in the community by working with disability service providers to support and assist people with a disability and their families and carers.

Because we aim to do the best that we possibly can for people with a disability and our other stakeholders, we will continue to focus on the ways we can improve as an organisation.

We will strengthen the way we manage our resources and our people, improve our capacity to deliver results and refine our internal processes to deliver better policies and services.

We will also continue to build relationships with other organisations within the disability sector, the community and across government, to achieve a better quality of life for people with a disability.

Our goals are ambitious but certainly achievable with the ongoing commitment of the Queensland Government, the community and our dedicated staff.

I commend the plan to you and look forward to working with you to implement it.



**Linda A Apelt**  
Director-General  
Disability Services Queensland

## Our purpose

Delivering quality services and building supportive communities

## Our vision

A society that values people with a disability, upholds their rights and supports their equitable participation in everyday life.

## Our values

Our decisions and actions are guided by our values, which are:

**Respect:** Our behaviour recognises the values, contribution and diversity of individuals.

**Integrity:** We act honestly and ethically.

**Accountability:** We are accountable for our decisions and actions.

**Consumer focus:** Our aim is to provide the best possible services.

**Collaboration:** We engage with our stakeholders.

**Learning:** We continuously improve our services.

## Our roles

Disability Services Queensland (DSQ) is the Queensland Government department responsible for providing leadership in disability services and programs for people with a disability and their families and carers. Our key roles are:

- developing policy and strategy
- acquiring and allocating funds
- purchasing and procuring services
- assessing need
- providing services.

Through these roles we enable the Queensland Government to:

- ensure a coordinated and strategic approach to disability issues across government
- raise the profile of disability issues
- provide leadership across the disability sector

- increase opportunities for people with a disability to access, participate in and contribute to their communities
- form partnerships with the disability sector.

## Our organisation

DSQ is organised into four directorates:

- Policy
- Programs and Community and Specialist Services (Programs & C&SS)
- Accommodation Support and Respite Services (AS&RS)
- Corporate and Executive Services (CES).

Our services are delivered through the AS&RS Directorate, and the Programs & C&SS Directorate by staff throughout the state.

## Our people

DSQ employs approximately 2500 staff, with around 86% located in the regions. Almost half our total staff are employed to provide accommodation support to people with a disability.

## Our consumers

Our consumers are people with a disability and their families and carers. Each year we provide 33 000 instances of services to people with a disability across Queensland. These services are provided by DSQ and by non-government organisations, and include accommodation support, community support, community access, respite, and advocacy and information services.

### Our consumers

- Approximately 40% reside within the Brisbane region, with the remainder spread evenly across our other regions.
- Around 65% receive services through non-government organisations.
- Almost 45% have identified their primary disability as intellectual.



## Working with the disability sector

We work with people with a disability and their families and carers, non-government service providers in the disability sector and other government and non-government agencies.

We also engage the disability sector through the Regional Disability Councils and the Disability Council of Queensland. The Regional Disability Councils facilitate partnership between the government and local communities in order to build the capacity of communities to respond to the needs of people with a disability. The Disability Council of Queensland provides advice to the Minister for Disability Services on key disability issues.

## Legislation

We operate within a legislative framework made up of the following Acts of Parliament:

- *Disability Services Act 1992* (Qld)
- *Disability Services Act 1986* (Cwlth)
- *Disability Discrimination Act 1992* (Cwlth)
- *Anti-Discrimination Act 1991* (Qld)
- *Guide Dogs Act 1972* (Qld)
- *Legacy Trust Fund Act 2001* (Qld).

Along with provisions from other legislation, such as the *Powers of Attorney Act 1998* (Qld), the *Public Trustee Act 1978* (Qld) and the *Guardian and Administration Act 2000* (Qld), this framework provides a legal environment which safeguards the dignity and basic rights of people with a disability.

## Aligning with government outcomes and priorities

Our strategic objectives and initiatives reflect the government's outcomes and priorities for Queensland. Our activities contribute to many of the government outcomes, in particular

*A fair, socially cohesive and culturally vibrant society.* Our primary contribution is to the government priority *Improving health care and strengthening services to the community.*

Our contribution is made through the ongoing development and maintenance of policy and planning frameworks; and the funding, coordination and delivery of programs and support services to people with a disability, and their families and carers.



## Challenges

Our strategic objectives and initiatives reflect the government's priorities and respond to emerging challenges and trends in the wider community. These trends are outlined below.

### Population trends

#### Distribution

- Queensland's population is projected to grow substantially from both interstate and overseas migration during the next two decades. By 2026, Queensland is likely to be Australia's second-most populous state.
- Most of the state's growth will be concentrated in South-East Queensland.

- The population in some rural and remote areas of Queensland is expected to decrease.

## Composition

- Life expectancy for men and women is increasing. By 2026, life expectancy for males is expected to increase from the current average of 77.0 years to 82.2 years. For females, it is expected to increase from 82.4 years to 86.4 years.
- Life expectancy remains lower among Aboriginal and Torres Strait Islander peoples. According to the Australian Bureau of Statistics, the current life expectancy for Indigenous males is 59.4 years and for Indigenous females 64.8 years. This is approximately 18 years less than that for the Australian population overall.
- The population is ageing, and the proportion of people over 65 is increasing at a faster rate than any other segment of the population. This age group is expected to increase from 13% of the total population in 2002 to approximately 20% in 2021.
- As the population ages, the number of ageing carers is expected to increase. In 2003, there were 93 400 primary carers aged 15 or over in Queensland. Almost one-quarter of these were aged 65 or over.
- The proportion of people with a severe or profound core activity restriction (that is, the person always or sometimes needs help in the areas of self-care, mobility or communication) remains higher in Queensland than in other states.

## Trends affecting service delivery

- Changes in the distribution and composition of the population will alter patterns of demand. As suburbs are established and expanded, demand for new and existing services will grow.
- There is an increasing demand for localised, flexible responses to support the needs of people with a disability.

Since 2001, the number of people registering with DSQ for individual funding programs has increased from 5960 to 14 179.

- Family and social structures are changing in response to greater mobility and new employment patterns, such as the increase in casual and part-time work, and longer, more diverse working hours.
- An increasing number of children live in one-parent families. For children with a disability, the proportion of one-parent families is higher than the general population. In 2003, approximately 15% of all children lived in one-parent families. However, for children with a disability, an estimated 38% lived in one-parent families.
- Most Queenslanders with a severe or profound core activity restriction have an income that is lower than Queenslanders with no reported disability. In 2003, the median weekly personal income of Queenslanders aged 15–64 who had a severe or profound core activity restriction was approximately \$210 per week, compared to \$496 for people with no reported disability.

## How we will measure our success

We will measure our success by the degree to which we achieve our strategic objectives and our longer-term vision of a society that values people with a disability, upholds their rights and supports their equitable participation in everyday life.

The following performance measures will enable us to determine how effectively we are achieving our strategic objectives:

- satisfaction of consumers with DSQ funded disability services
- number of unique service users of Commonwealth–State/Territory Disability Agreement funded services
- number of Commonwealth–State/Territory Disability Agreement funded services received by service users



- number of Local Area Coordinators
- percentage of DSQ funded service providers undergoing external assessment to the Queensland Disability Service Standards over the 4-year implementation period
- percentage of providers with current general service agreements
- percentage of current general service agreements reviewed
- percentage of deliverables in the Ministerial Portfolio Statements that are achieved on time
- progress in implementing the disability information system (DISQIS project) within agreed time lines
- percentage of DSQ systems that comply with the government information standard on security
- percentage of staff who participate in learning and development activities that align to endorsed organisational priorities
- percentage of human resource services performance indicators that compare favourably with the public sector average
- percentage of new funding initiatives implemented within agreed timeframes
- grants administration costs as a percentage of total grants
- the status of the DSQ budget at the end of the financial year.

We will review our data collection and performance measurement processes to ensure effective reporting to the department's Board of Management. We will also report on progress towards achieving our strategic objectives in our annual report.

## Our strategy map

The DSQ Strategy Map shows how we intend to achieve our purpose of delivering quality services and building supportive communities.

Through our mapping process, we have identified the strategic objectives that we need to achieve in order to realise our purpose. These strategic objectives, together with our strategic initiatives, form the basis of our DSQ strategy map.

### Understanding the strategy map

Strategic objectives have been developed from **four key perspectives**:

- **stakeholders**
- **internal processes**
- **learning and organisational development**
- **resource management.**

It is important to note that our strategic objectives are interrelated and that action in achieving one strategic objective will affect the others. To assist in understanding the interrelationships and to enable the department to meet stakeholder expectations, we need to ensure we have the resources, people and processes in place, which is why the strategy map should be read from the bottom up.

### Resource management

Adequate resourcing of our department is essential. From a resource management perspective, our objective is to operate within approved budget.

Achieving this objective will ensure we deliver outputs consistent with available funding and manage our assets more effectively.

### Learning and organisational development

Learning and organisational development will be progressed under the theme *Strengthening the workforce*. Within this theme there are two objectives that will enable the department to grow and deliver.

We will aim to:

- recruit, develop and retain a skilled workforce
- build a performance-oriented culture.

Achieving these objectives will enable us to develop an appropriately skilled workforce that demonstrates an understanding and ongoing commitment to our values and the way we do business. It will also enable us to be recognised across the public sector and community as a leading, challenging and rewarding department.

## Internal processes

We need to ensure our internal processes enable us to achieve specific outcomes for our stakeholders. The strategic objectives we have developed from this perspective are grouped around the themes of *strengthening service delivery*, *strengthening legislation and policy*, *strengthening governance*, and *strengthening partnerships*.

Through *Strengthening service delivery*, we will build the capability of DSQ and other non-government agencies to better manage, coordinate and provide responsive services and supports to people with a disability and their families. We will achieve this through the following strategic objectives:

- strengthen the capability of AS&RS Directorate and the Programs & C&SS Directorate
- strengthen the capability of non-government and community providers
- implement process to ensure quality services
- improve funding acquisition, allocation and accountability.

*Strengthening governance* will ensure that our department is appropriately managed and governed to achieve our strategic and operational objectives, which contribute to government outcomes and priorities. Here our focus will be on:

- improve key business processes and systems
- strengthen organisational governance.

This in turn will better position the department to meet our objective of *Strengthening legislation and policy*, where the department will continue to develop and strengthen policy processes to ensure that we provide robust whole of government policy frameworks and considered practical departmental policies. We will achieve this through our objective:

- improve policy and legislative development and evaluation to assist government decision making.

We will also focus on *Strengthening partnerships* by building and maintaining relationships and working across government, community and the disability sector to ensure we are able to improve and deliver outcomes. Our strategic objective here is to:

- strengthen partnerships with people with a disability and other stakeholders.

## Stakeholders

Meeting our stakeholder expectations is the ultimate area in which we must achieve. Our key stakeholders are government and people with a disability and their families and carers. There are four strategic objectives in this area:

- improve the quality of disability services for people with a disability and their families and carers
- increase disability services for people with a disability and their families and carers
- build supportive communities
- achieve a whole-of-governments approach to increase access to mainstream services for people with a disability.

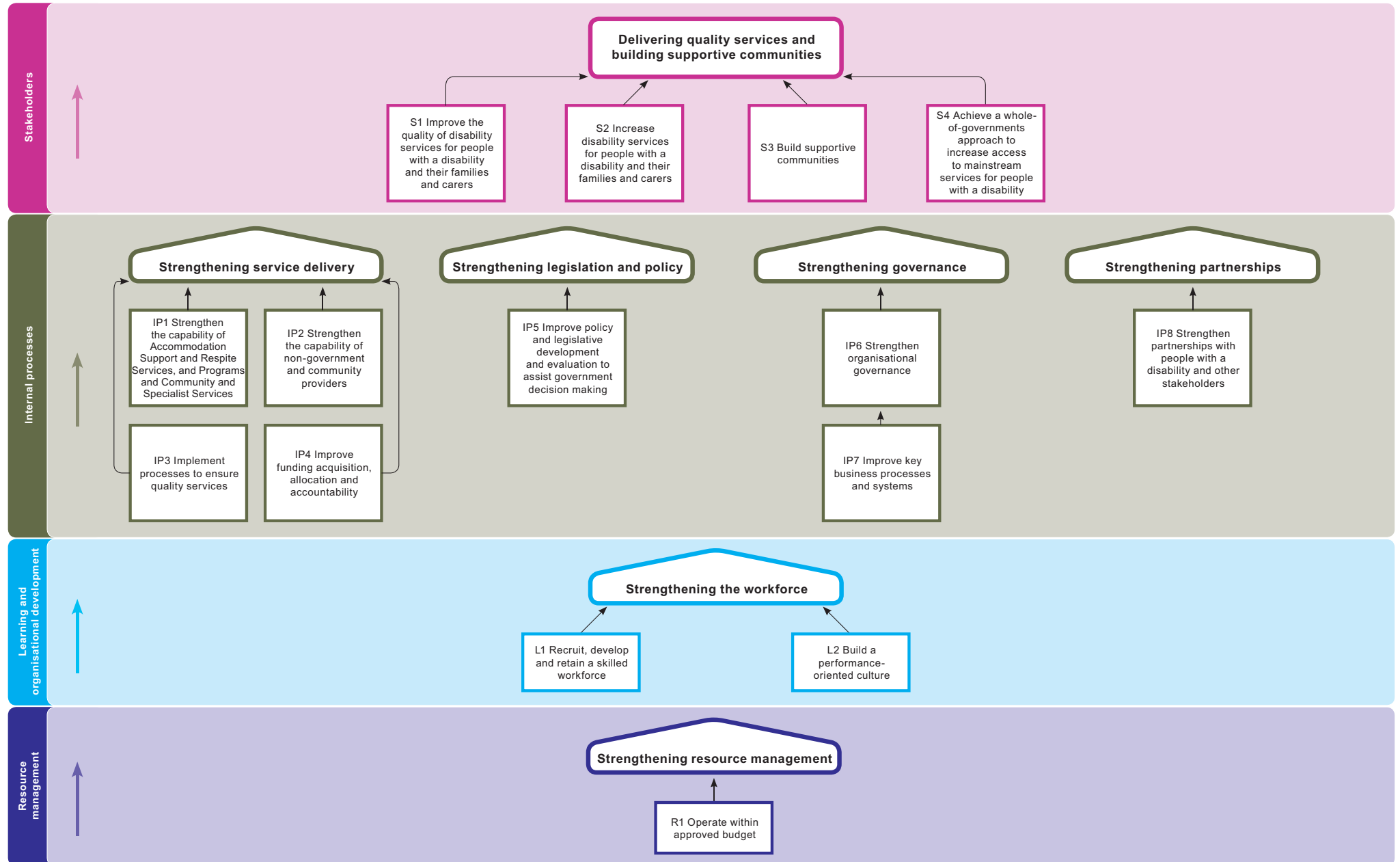
Achieving these objectives for our stakeholders will enable DSQ to work towards its purpose to deliver quality services and build supportive communities, and ultimately realise its vision of a society that values people with a disability, upholds their rights and supports their equitable participation in everyday life.

Our vision

**A society that values people with a disability, upholds their rights and supports their equitable participation in everyday life**

Our purpose

**Delivering quality services and building supportive communities**

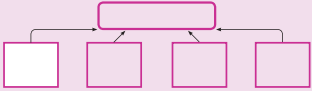
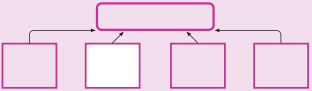




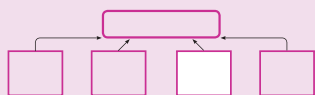
## Our planning tool

This section outlines the strategic initiatives we will implement to achieve our strategic objectives. These initiatives are aligned with the strategic objectives they support.

### Stakeholders

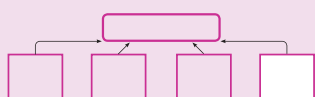
Strategic Objective	Strategic Initiative
<p>S1. Improve the quality of disability services for people with a disability and their families and carers</p> 	<ul style="list-style-type: none"> <li>• Provide financial assistance to funded service providers to assist with the costs of the quality system</li> <li>• Ensure the provision of information and support (e.g. development activities) to funded service providers during the implementation of the quality system</li> <li>• Ensure that information/familiarisation sessions are provided as required for all certified audit providers and audit trained service users</li> <li>• Monitor the implementation program for service providers</li> </ul>
<p>S2. Increase disability services for people with a disability and their families and carers</p> 	<ul style="list-style-type: none"> <li>• Purchase additional disability services for people with a disability and their families and carers</li> </ul>

## S3. Build supportive communities



- Support more people with a disability and their families and carers in regional areas to access services and assistance through local area coordinators
- Purchase Building Supportive initiatives to promote and assist communities to include and support people with a disability
- Assist people with a disability to form and maintain friendships and networks of their choice through the Friendship Program
- Promote awareness of disability issues and support communities to include people with a disability through activities such as Disability Action Week

## S4. Achieve a whole-of-governments approach to increase access to mainstream services for people with a disability

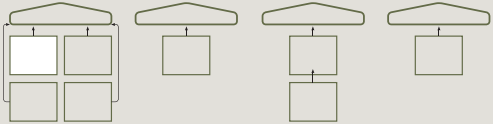
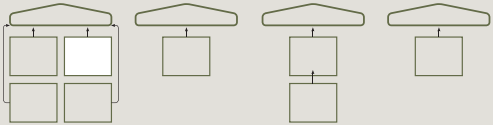
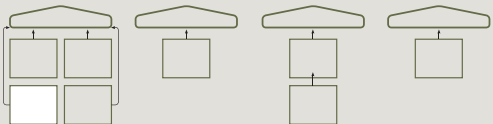


- Implement the Queensland Government Carer Recognition Policy Action Plan
- Monitor the implementation of strategies across government under the Queensland Government Strategic Framework for Disability 2002–05
- Implement Memorandums of Understanding with the Department of Child Safety, Department of Communities and Department of Housing to support cross-departmental activities that have an impact on people with a disability
- Negotiate protocols with other agencies which delineate funding responsibilities
- Implement the Commonwealth–State/Territory Disability Agreement work program



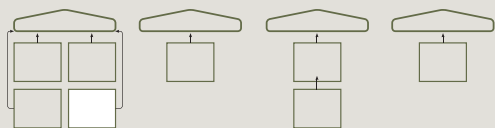
## Internal Processes

### Theme: Strengthening Service Delivery

Strategic Objective	Strategic Initiative
<p>IP1. Strengthen the capability of AS&amp;RS and Programs &amp; C&amp;SS</p> 	<ul style="list-style-type: none"> <li>• Implement Queensland Disability Services Standards across AS&amp;RS and Programs &amp; C&amp;SS with support from other directorates</li> <li>• Improve the governance of AS&amp;RS and Programs &amp; C&amp;SS and clarify links to the non-government sector</li> <li>• Improve AS&amp;RS procedures, processes and training</li> <li>• Finalise AS&amp;RS capital program, including new housing, equipment for clients and specialist staff, and new and replacement respite centres</li> <li>• Implement, through Programs &amp; C&amp;SS, government-endorsed outcomes of the Review of referral processes to private residential services</li> <li>• Enhance Programs &amp; C&amp;SS provision of Family and Early Childhood Services and the Intensive Behavioural Support Team pilot</li> </ul>
<p>IP2. Strengthen the capability of non-government and community providers</p> 	<ul style="list-style-type: none"> <li>• Participate in and implement recommendations from the Strengthening Non-government Organisations Project</li> <li>• Work with funded service providers on issues of service delivery and organisational capability</li> </ul>
<p>IP3. Implement processes to ensure quality services</p> 	<ul style="list-style-type: none"> <li>• Provide financial assistance to funded service providers to assist with the costs of the quality system</li> <li>• Ensure the provision of information and support (e.g. development activities) to funded service providers during the implementation of the quality system</li> <li>• Ensure that information/familiarisation sessions are provided as required for all certified audit providers and audit trained service users</li> <li>• Monitor the implementation program for service providers</li> </ul>



## IP4. Improve funding acquisition, allocation and accountability

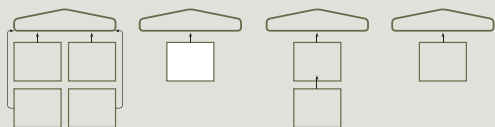


- Implement government decisions on the reform of assessment, funding, prioritisation and service approaches
- Implement strategies to support funded service providers to meet the National Minimum Data Set requirements
- Improve the accountability of funded service providers through General Service Agreements
- Meet the Commonwealth–State/Territory Disability Agreement funding accountabilities
- Develop the Needs-Based Resource Allocation and Planning Framework in collaboration with the Department of Communities

## Theme: Strengthening Legislation and Policy

### Strategic Objective

IP5. Improve policy and legislative development and evaluation to assist government decision making



### Strategic Initiative

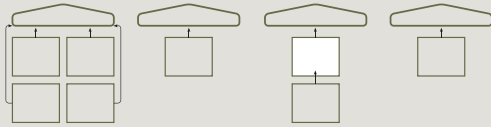
- Implement the government-endorsed outcomes of the review of the *Disability Services Act 1992* (Qld) to improve the legislative base for developing and delivering disability policy, practice and services
- Lead and contribute to national research projects in relation to specialist disability services
- Develop child safety disability policy initiatives, in collaboration with other state government departments, for children with disabilities who are at risk from harm, abuse or neglect



## Theme: Strengthening Governance

### Strategic Objective

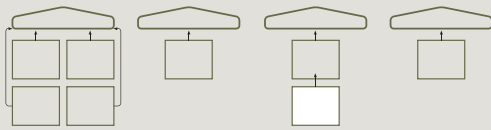
IP6. Strengthen organisational governance



### Strategic Initiative

- Improve the department's governance through strengthening the Integrated Planning, Reporting and Accountability Framework
- Align business unit, regional and achievement plans with the strategic plan
- Improve the organisation's capacity to report on Ministerial Portfolio Statements and other public commitments

IP7. Improve key business processes and systems

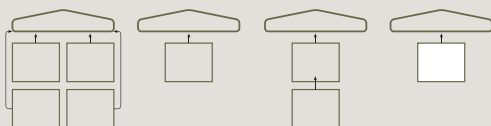


- Improve systems and processes in all directorates to support the new DSQ business model
- Enhance financial management capability for managers within the new DSQ business model structure
- Foster collaboration and improve communication processes between the funder (Policy), purchaser (Programs) and provider (AS&RS and Programs & C&SS) roles within DSQ, at both central and regional levels
- Develop and implement an Information Strategic Plan
- Implement the agency-wide disability information system (DISQIS) to support, measure and report on service delivery
- Improve the capacity of DSQ's information technology through implementation of the Infrastructure Upgrade Project

## Theme: Strengthening Partnerships

### Strategic Objective

IP8. Strengthen partnerships with people with a disability and other stakeholders





### Strategic Initiative

- Engage communities through the Regional Disability Councils and the Disability Council of Queensland and through linkages with other advisory mechanisms
- Participate in the Partnership Forum on key issues to strengthen non-government organisations



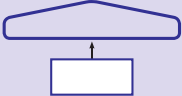
## Learning and organisational development

### Theme: Strengthening the Workforce

Strategic Objective	Strategic Initiative
<p>L1. Recruit, develop and retain a skilled workforce</p> 	<ul style="list-style-type: none"> <li>• Develop an Employment and Workforce Strategy</li> <li>• Implement the Workplace Health and Safety Improvement Framework to promote organisational health and improve workplace health and safety</li> <li>• Implement learning and organisational development priorities</li> </ul>
<p>L2. Build a performance-oriented culture</p> 	<ul style="list-style-type: none"> <li>• Communicate DSQ's strategic objectives to staff to ensure focus and alignment with DSQ's core activities</li> <li>• Ensure that the implementation of achievement planning effectively supports business unit planning</li> </ul>

## Resource Management

### Theme: Strengthening Resource Management

Strategic Objective	Strategic Initiative
<p>R1. Operate within approved budget</p> 	<ul style="list-style-type: none"> <li>• Ensure the budget process links with the Integrated Planning, Reporting and Accountability Framework</li> <li>• Develop a Strategic Asset Plan to ensure consistent asset usage</li> </ul>

### **Publication requests**

Additional information about our services and office locations is available at [www.disability.qld.gov.au](http://www.disability.qld.gov.au) or by calling our information service on 3224 8444 or 1800 177 120, TTY 3224 8021 or TTY Freecall 1800 010 222.

### **Other languages and formats**

The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you would like us to arrange an interpreter to communicate the strategic plan to you, please contact our information service on the numbers listed above.

This document is available in alternative formats (including large print) on request. If you would like a copy of the plan in another format, please contact the department on 1800 177 120 or email [disabilityinfo@disability.qld.gov.au](mailto:disabilityinfo@disability.qld.gov.au)