

Department of Seniors, Disability Services and
Aboriginal and Torres Strait Islander Partnerships

ANNUAL REPORT 2020–2021



Queensland
Government



10 September 2021

The Honourable Craig Crawford MP
Minister for Seniors and Disability Services and
Minister for Aboriginal and Torres Strait Islander Partnerships
PO Box 15457
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report for 2020–2021 and financial statements for the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships.

I certify that this report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the Queensland Government’s annual reporting requirements is provided at page 71 of this annual report.

Yours sincerely



Dr Chris Sarra
Director-General
Department of Seniors, Disability Services and
Aboriginal and Torres Strait Islander Partnerships

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ACKNOWLEDGEMENT

We pay our respects to the Aboriginal peoples and Torres Strait Islander peoples of this land, their ancestors 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.

We recognise it is our collective efforts and responsibility as individuals, communities and governments to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

We are committed to working with, representing, advocating for and promoting the needs of Aboriginal and Torres Strait Islander Queenslanders with unwavering determination, passion and persistence.

As we reflect on the past and give hope for the future, we walk together on our shared journey of reconciliation where all Queenslanders are equal and the diversity of Aboriginal and Torres Strait Islander cultures and communities across Queensland are fully recognised, respected and valued by all Queenslanders.

MESSAGE FROM THE DIRECTOR- GENERAL



The 2020–2021 financial year could be defined as a year of managing change and demonstrating strength, and resilience.

The Machinery of Government changes in November 2020, which brought together the portfolio of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, created a new opportunity to strengthen our thriving agenda and deliver positive outcomes for Queenslanders of all ages, abilities, and cultures.

Throughout this transition, the department remained focused on contributing to the Queensland Government's key priorities to *Unite and Recover* from the global COVID-19 pandemic, and delivering improved outcomes for Queenslanders.

Over the past year, our significant achievements in supporting seniors included the Elder Abuse Prevention Unit and Helpline, which promotes the rights of older people to live free from abuse and provides free advice and assistance to anyone who experiences, witnesses or suspects the abuse of an older person. This service received 3,430 calls including 2,022 abuse notifications made to the Elder Abuse Prevention Unit Helpline.

The implementation of the NDIS Worker Screening System in Queensland, from 1 February 2021, has strengthened safeguards for people with disability. Since 1 February 2021, the department has issued over 30,000 clearances for people to commence work in NDIS roles throughout Queensland.

The Queensland Government established a \$300 million Path to Treaty Fund as part of the 2021–2022 Budget with the returns from the fund to be used to support Queensland's Path to Treaty. A non-statutory, limited term, Treaty Advancement Committee has been established as part of the government's response to progress the Path to Treaty in partnership with Aboriginal peoples and Torres Strait Islander peoples.

I am extremely proud of our key achievements detailed in the 2020–2021 Annual Report. I would like to thank all staff, partners and communities for your efforts as we continue making a difference in the lives of all Queenslanders.

The next 12 months will be an exciting journey as we collaborate with our partners to deliver even more opportunities for seniors, people with disability and Aboriginal and Torres Strait Islander Queenslanders to truly thrive.

Dr Chris Sarra

Director-General

Department of Seniors, Disability Services and
Aboriginal and Torres Strait Islander Partnerships

I would like to pay my respects to the Aboriginal and Torres Strait Islander ancestors of this land and their legacy. Our First Nations peoples—give us the strength, inspiration and courage towards creating an inclusive Queensland where people of all ages, abilities and cultures can thrive.



A SHARED VISION

Our vision for the future is to partner with Aboriginal peoples and Torres Strait Islander peoples, and people of all ages and abilities, so they can thrive culturally, socially, and economically.

Why is it important for us to embed this vision to make a difference to the lives of Queenslanders?

“It’s about connecting with the humanity of the people we serve and pulling them in from the margins. Doing this is good for all of us. When we leave people at the margins we undermine their humanity; when we undermine the humanity of others we undermine our own humanity. As a society and as a community, we must all be better than that.”

Dr Chris Sarra

“I think the people we work with all contribute so much to our community and to our society. They have a valued role in our community, and how we work in partnership with them to make a difference to their lives is really important.”

Ms Mary-Anne Curtis

“I think it’s really important that we look out for the least advantaged, and provide them with opportunities, supports and structures that allow them to be the very best versions of themselves. Clearly, it’s of individual benefit to them, but our collective benefit is significantly advantaged if the very best of themselves can be actualised.”

Dr Ian Mackie

“I believe in the goodness in people, in the dignity of humanity and that everybody has a place. Working in a service delivery environment, where we help people be the best they can be, build relationships with each other and with community, and be fully engaged and get the most out of their environment and their lives, is very inspiring to me.”

Mr Matthew Lupi

“The really great thing about my current role is that I can make a difference and in everything we do in the policy space, and in every opportunity we get to brief the Minister about issues, I have the opportunity to make a difference in someone’s life.”

Ms Kathy Parton

“There is tremendous scope to make a difference to the lives of seniors, people with disability and Aboriginal and Torres Strait Islander Queenslanders. Working in an agency like ours can be incredibly rewarding, because you can actually have the scope and authority to do something that you know is going to benefit a community or a cohort within the broader Queensland community.”

Mr Max Wise



MACHINERY OF GOVERNMENT CHANGES

Incoming divisions or functions

The following table outlines those divisions or functions that joined the department due to Machinery of Government changes on 12 November 2020, and their related annual reports where the financial statements can be located for the 2020–2021 reporting period.

Joined the department	Aboriginal and Torres Strait Islander Partnerships
Date of transfer	13 November 2020
Related Final Report*	Department of Aboriginal and Torres Strait Islander Partnerships

*Financial statements for the period 1 July 2020 to 12 November 2020 can be found in the related Final Report.

Outgoing divisions or functions

The following table outlines the functions that left the department due to Machinery of Government changes on 1 December 2020. The Department of Communities, Housing and Digital Economy's 2020–2021 Annual Report includes the financial and non-financial performance information for the functions transferred from that date.

Left the department	Community Care Community Recovery Community Services Social Inclusion
Date of transfer	1 December 2020
Related annual report	Department of Communities, Housing and Digital Economy

OUR VISION

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

OUR PURPOSE

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

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, government and non-government organisations, advisory councils, and peak bodies across economic, disability, seniors and community sectors
- Commonwealth, Queensland and Local Governments.

OUR SOLID CULTURE

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



Strengths based



Open



Loyal



Innovative



Dedicated

EMBEDDING THE QUEENSLAND PUBLIC SERVICE VALUES

We are committed to a way of working where:

- leaders and employees make decisions based on the values
- leaders demonstrate the values as role models for employees
- we prioritise quality, inclusion, diversity, creativity, and collaboration every day.

The following five values guide our behaviour and the way we do business:

Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy.

Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries.

Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback.

Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency.

Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you.

WHAT WE DO

Our department contributes to the Queensland 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.

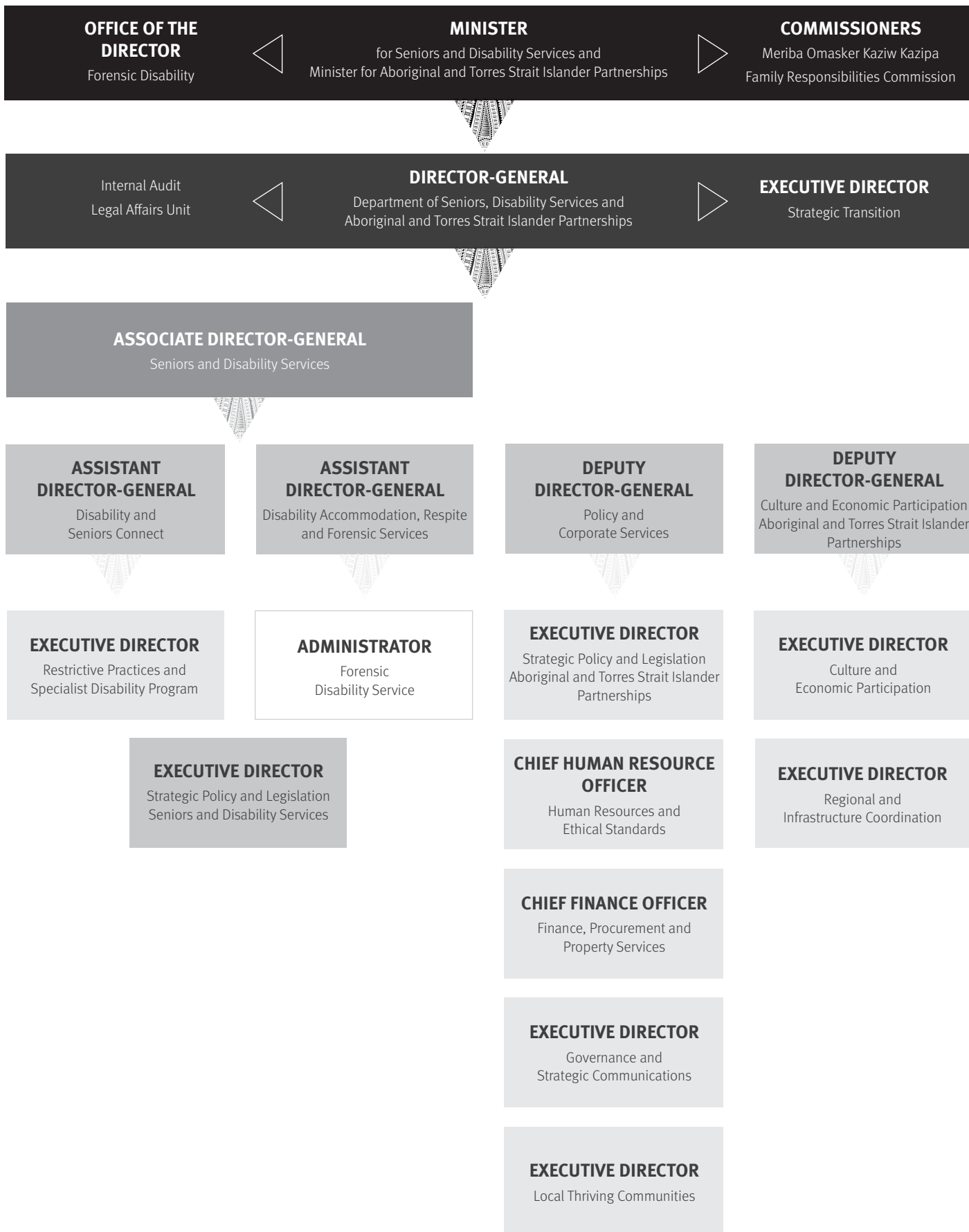
Growing our regions

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; 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.

OUR ORGANISATIONAL STRUCTURE

Organisational structure as at 30 June 2021.

Following the Machinery of Government changes on 12 November 2020, a structural realignment was undertaken resulting in the development of new organisational arrangements.



OUR MINISTER

THE HONOURABLE CRAIG CRAWFORD MP

Member for Barron River, Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships.

Raised on a dairy farm in western Victoria, Mr Crawford learned at an early age the fundamental principles of country people—strong family values, hard work, always helping others in need and respecting the rules and laws of government.

Mr Crawford was educated in the local public-school system and began his career working in hotel management.

During his 20 years of voluntary service to the Victorian Country Fire Authority (CFA), he was promoted to the rank of Captain and selected to be an Ambulance Paramedic. He went onto work for both the Victorian and Queensland Ambulance Services for 15 years. While working as a paramedic in Mareeba, Mr Crawford became passionate about ensuring that every part of Queensland, including remote communities, have access to equitable and quality healthcare.

He was driven into politics after many years defending the workers' rights and entitlements of paramedics as a Union Delegate both in Victoria and Queensland.

Mr Crawford was first appointed as the Minister for Fire and Emergency Services in 2017 and then as Minister for Aboriginal and Torres Strait Islander Partnerships in May 2020.

His work as the Member for Barron River and as the Ministerial Champion for Mornington Island and Palm Island has allowed him to understand first-hand the issues that impact the lives of Aboriginal peoples and Torres Strait Islander peoples in Queensland's remote and discrete communities and in urban and regional settings.

Since 12 November 2020, Mr Crawford has taken on the role as Minister for Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, where his focus is to improve the social and economic wellbeing of Queensland seniors, people with disability, Aboriginal peoples and Torres Strait Islander peoples, to enable Queenslanders of all ages, abilities and locations to participate and be included in their communities, be resilient, and enjoy everything our state has to offer.

OUR EXECUTIVE MANAGEMENT

DR CHRIS SARRA | DIRECTOR GENERAL

PhD, M Ed, Executive Masters in Public Administration, B Ed, Dip Teaching

Dr Chris Sarra is passionate about effecting sustainable change through positive leadership and high expectations relationships. His work championing the improvement of Aboriginal and Torres Strait Islander educational outcomes throughout Australia saw him named Queenslander of the Year in 2004, and Queensland's Australian of the Year in 2010. He was subsequently named the NAIDOC Person of the Year in 2016 and received the Anthony Mundine Award for Courage at the National Indigenous Human Rights Awards in 2017.

Commencing as Director-General of the former Department of Aboriginal and Torres Strait Islander Partnerships in August 2018, Dr Sarra led the development and implementation of Tracks to Treaty. Working in a co-design framework with First Nations Queenslanders, Tracks to Treaty commits to building a reframed relationship that acknowledges, embraces and celebrates the humanity of Aboriginal and Torres Strait Islander Queenslanders.

On 14 July 2019, the Queensland Government signed the historic Statement of Commitment to give effect to a reframed relationship, marking the first steps in an historic journey to develop a process for statewide agreement with First Nations Queenslanders and fundamentally change the way services are delivered in Aboriginal and Torres Strait Islander communities by bringing decision-making closer to the community.

As Director-General of the new Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, Dr Sarra's focus is to strengthen services and strategies that improve the social and economic wellbeing of Queensland seniors; maximise employment, choice and opportunity for people with disability; and support economic prosperity and local decision-making for Aboriginal and Torres Strait Islander Queenslanders, to support an inclusive Queensland that enables everyone to thrive.

Dr Sarra is a Fellow of the Australia New Zealand School of Government (ANZSOG), and the School of Ethical Leadership at the Melbourne Business School, and has also completed the Australian Institute of Company Directors Diploma and the Australian Institute of Company Directors Diploma of International Business.

**MS MARY ANNE CURTIS | ASSOCIATE DIRECTOR
GENERAL SENIORS AND DISABILITY SERVICES**

Bachelor of Laws, Bachelor of Commerce (with distinction), GAICD

Ms Mary-Anne Curtis has more than 20 years' experience in the Queensland Public Service with a focus on providing advice and analysis on public policy, and fiscal and economic issues particularly in relation to social policy portfolios and inter-governmental financial relations. She joined the newly formed Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships in November 2020 as Associate Director-General with responsibility for the Seniors and Disability Services portfolios. Her focus is on leading policies, programs and services that will improve the lives of seniors, carers and people with disability so they can thrive culturally, economically and socially. As Associate Director-General, she has played a key role in leading the oversight of full-scheme NDIS arrangements in Queensland, including negotiations with the Commonwealth Government regarding policy and implementation considerations.

Before joining the department, Ms Curtis was the Director-General of the Department of Employment, Small Business and Training where she led the development and implementation of strategic policies and programs to support employment growth, enable sustainable small business opportunities and ensure a skilled workforce into the future. Prior to this, she was a Deputy Under Treasurer and held a number of senior leadership roles within Queensland Treasury.

She holds a Bachelor of Laws and a Bachelor of Commerce (with distinction) and is a graduate of the Australian Institute of Company Directors.

Ms Curtis is currently a Trustee of QSuper and is Chair of QSuper's Audit and Risk Committee.

**MS KATHY PARTON | DEPUTY DIRECTOR-GENERAL –
POLICY AND CORPORATE SERVICES**

Bachelor of Arts, Grad Cert Writing, Editing & Publishing

Ms Kathy Parton is a senior executive with more than 15 years' experience in government, working across departments and statutory bodies.

Ms Parton is responsible for leading Aboriginal and Torres Strait Islander Policy for the Queensland Government and is also responsible for the department's Corporate Services including Governance, Strategic Communications, Human Resources and Finance.

She holds a Bachelor of Arts in communications and journalism, has undertaken postgraduate study in writing, editing and publishing and has completed the Australian Institute of Company Directors course.

Since joining the former Department of Aboriginal and Torres Strait Islander Partnerships in 2019, Ms Parton has led a significant policy reform agenda to reframe the relationship with Aboriginal and Torres Strait Islander Queenslanders, including progressing a Path to Treaty and passage of the *Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020*.

Ms Parton previously held Deputy Director-General roles in the Department of Local Government, Racing and Multicultural Affairs, and the Department of Infrastructure, Local Government and Planning, where she specialised in leading policy and legislation reform, and overseeing governance and corporate services.

Ms Parton also spent three years leading communication and strategic engagement at the Queensland Reconstruction Authority, a statutory body established following the 2010–2011 Queensland floods. She previously managed communications and media for the Department of the Premier and Cabinet, and led the Queensland Government's Crisis Communication Network in the wake of the 2010–2011 floods and Cyclone Yasi.

DR IAN MACKIE | DEPUTY DIRECTOR-GENERAL –
CULTURE AND ECONOMIC PARTICIPATION
(ABORIGINAL AND TORRES STRAIT ISLANDER
PARTNERSHIPS)

Dip Teach, BEd (1st Class Honours), PhD

Dr Ian Mackie has had a long and fruitful career working across the public, private and community sectors. He has been a teacher, administrator, trade union leader, public servant and member of several important public boards. Specifically, in the Aboriginal and Torres Strait Islander sphere, he has worked as the Principal of Aurukun State School and Head of Western Cape College.

He was also Assistant Director-General of Indigenous Education and Training Futures (Education Queensland), where he endeavoured to bring new thinking to Aboriginal and Torres Strait Islander education. This task led to him undertaking a doctoral dissertation on reform and innovation in this field, where he has given several public talks and published articles in refereed journals. Dr Mackie is also an Adjunct Professor at Queensland University of Technology.

Dr Mackie took up his present position as Deputy Director-General, Culture and Economic Participation in the former Department of Aboriginal and Torres Strait Islander Partnerships in August 2018.

MR MAX WISE | ASSISTANT DIRECTOR-GENERAL –
DISABILITY AND SENIORS CONNECT

Master of Business Administration, Bachelor of Laws, FIML

Mr Max Wise has worked for the Queensland Government for over 35 years, including almost 20 years in senior leadership roles. He has extensive experience in regulatory, oversight and human service delivery, across a range of portfolios that include justice, treasury, health, child protection, disability and seniors.

While at the Queensland Family and Child Commission, Mr Wise led major reviews of the Blue Card and Foster Care systems, resulting in significant reforms to strengthen and streamline the systems. Following this, he successfully led the second half of Queensland's implementation of the National Disability Insurance Scheme (NDIS), in which time participant access grew from 15,000 in mid-2018, to almost 90,000 by 30 June 2021, with annual plan values now in excess of \$6.5 billion.

This year, Mr Wise led the successful implementation of NDIS worker screening in Queensland. Between 1 February 2021 and 30 June 2021, over 30,000 clearances to work in NDIS-related jobs have been issued to Queenslanders via a new online system.

After commencing as Assistant Director-General of Disability Connect in 2019, Mr Wise took on the additional responsibility of the Seniors portfolio in 2021. His work drives the inclusion and participation of people with disability and seniors. It also provides key safeguards for people with disability and seniors and ensures the performance of the National Disability Insurance Scheme (NDIS).

MR MATTHEW LUPI | ASSISTANT DIRECTOR-GENERAL – DISABILITY ACCOMMODATION, RESPITE AND FORENSIC SERVICES

Bachelor of Science (Psych), Grad Dip Soc Sci, Grad Cert Mgmt, GAICD

Mr Matthew Lupi leads the service delivery of the Accommodation Support and Respite Services as a NDIS service provider and provides the operational oversight of the Forensic Disability Service.

Mr Lupi has worked in social and human services in Queensland for over 30 years, spending the last 21 years with the Queensland Public Service. Mr Lupi has held a variety of senior executive roles across policy, program and service delivery throughout the state and has led significant reform in child safety and community services.

In 2020, Mr Lupi led a whole-of-government seniors support strategy and the establishment of the Queensland Care Army. Working in partnership with key government and non-government stakeholders, the Care Army attracted over 28,000 willing volunteers who provided much-needed support to older Queenslanders during the pandemic response. The Care Army continues to be a vital part of Queensland's response to the COVID-19 pandemic.

During this reporting period, Mr Lupi has overseen the implementation of the new structure at the Forensic Disability Service and a raft of critical service reforms, in response to the Ombudsman's report, *The Forensic Disability Service report: An investigation into the detention of people at the Forensic Disability Service*.

MR NARINDER SINGH | CHIEF FINANCE OFFICER

Bachelor of Science (Hons), CPA, ACMA, CGMA

Mr Narinder Singh was appointed Chief Finance Officer of the former Department of Communities, Disability Services and Seniors in August 2018 and retained this position at the inception of the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. Mr Singh has more than 13 years' experience in the Queensland Government, including seven years' experience in senior management roles.

Prior to this, Mr Singh worked in the private sector, primarily in the financial services industry in a variety of senior finance roles for a number of blue chip organisations. Mr Singh has held positions that have provided experience in financial management and governance, business planning, commercial pricing, organisational redesign and change, shareholder relations and financial risk management.

MR NEIL SMITH | CHIEF HUMAN RESOURCE OFFICER

Master of Health Science, Graduate Diploma (OHS), GAICD

Mr Neil Smith has been a human resource professional in the Queensland Public Service for over 25 years and has extensive experience and achievements in leading significant workforce change strategies including the transition to the National Disability Insurance Scheme (NDIS). He was first appointed as Chief Human Resource Officer in 2009.

Prior to this, Mr Smith held other senior officer and executive roles in central and line agencies of government as well as in private sector heavy engineering and construction organisations.

OUR GOVERNANCE

Our governing legislation

The department administers (or jointly administers) a number of Acts of Parliament and relevant sections of other Acts from which the department derives its functions and powers. These include:

Carers, Seniors and Disability Services

- *Carers (Recognition) Act 2008*
- *Disability Services Act 2006*
- *Forensic Disability Act 2011*
- *Guide, Hearing and Assistance Dogs Act 2009.*

Aboriginal and Torres Strait Islander Cultural Heritage, and Aboriginal and Torres Strait Islander Policy, Rights and Culture

- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984*
- *Aboriginal Cultural Heritage Act 2003*
- *Family Responsibilities Commission Act 2008*
- *Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020*
- *Torres Strait Islander Cultural Heritage Act 2003.*

Further information on our governing legislation can be found in Appendix 2 – Our legislation on page 56.

Our governance committee structure

The department's Board of Management (BOM), and other departmental boards and committees, are a significant component of the department's corporate governance structure.

The departmental BOM is the key governing body of the department. The BOM is responsible for:

- shaping the strategic direction of the department to ensure it continues to deliver on government priorities
- managing the department's performance against strategic objectives, priorities and government commitments
- leading and monitoring emerging strategic issues and directions
- ensuring strategic partnerships are established and maintained with other agencies and levels of government.

The BOM undertakes its role from a cross-organisational perspective and ensures there is cohesiveness in its considerations and decisions, particularly in respect of departmental change and innovation activities.

The BOM also ensures the principles of the Queensland Government Cultural Capability Framework and *Queensland Government Reconciliation Action Plan 2018–2021* are an inherent part of the core business and decision-making outcomes.

Under the *Financial Accountability Act 2009*, accountability for the department's operations resides with the Director-General as the accountable officer. The Director-General is the Chair of BOM and all decisions of the BOM are considered to be approved by the accountable officer and are binding.

The Director-General and the BOM are supported by the following strategic committees:

- Accommodation Support and Respite Services (AS&RS) Senior Leadership Team Committee
- Audit and Risk Committee
- Finance Committee
- Fraud and Corruption Control Sub-Committee
- Information Steering Committee
- Priority Projects Oversight Group
- Regional Service Delivery Board
- Workforce Capability and Culture Steering Committee.

The Audit and Risk Committee reports directly to the Director-General. All other boards and committees report to the BOM, except for the Fraud and Corruption Control Sub-Committee, which reports to the Finance Committee.

Further information on the department's boards and committees can be found in Appendix 3 – Department boards and committees on page 58.

Our government bodies

The Minister receives independent and timely advice about important carer and disability matters, which may have regional, statewide and national impacts from a range of peak and representative organisations and formal advisory bodies.

The work of the following formal advisory bodies was suspended during 2020-2021 due to the COVID-19 pandemic; however, the department and Minister consulted frequently with sector representatives, including representatives from these government bodies:

- Queensland Carers Advisory Council
- Queensland Disability Advisory Council.

Consultation during the year covered a range of issues, and particularly on the impact of the pandemic on our client base.

The following government bodies were responsible for providing advice to the Minister on a range of matters relating to Aboriginal and Torres Strait Islander Queenslanders:

- Community Enterprise Queensland
- Palm Island Community Company
- Family Responsibilities Board
- Family Responsibilities Commission
- Local Thriving Communities Joint Coordinating Committee.

Of these, Palm Island Community Company, Community Enterprise Queensland and the Family Responsibilities Commission, prepare separate annual reports, the latter two of which are provided to the Minister for tabling in the Queensland Parliament. The transactions and achievements of these bodies are not reported in this final report.

Further information on following bodies can be found in Appendix 5 – Government bodies on page 67:

- Family Responsibilities Board
- Local Thriving Communities Joint Coordinating Committee.

OUR OPERATING ENVIRONMENT

Our department's operating environment during the reporting period included:

- **supporting the whole-of-government COVID-19 pandemic and economic recovery responses:** keeping a sharp focus on supporting the whole-of-government COVID-19 pandemic and economic recovery responses
- **implementing the full scheme of the NDIS:** ensuring that appropriate governance arrangements are in place to support the operation of the NDIS at full scheme, with transitional arrangements ending on 30 September 2020
- **meeting the service demands of Queenslanders with disability who are not eligible for the NDIS:** providing information on other supports available, including through funding disability peak organisations and advocacy entities
- **achieving national alignment of disability worker screening:** implementing new legislation, technology and operations that both strengthen and streamline this critical safeguard
- **promoting co-design and community-led decision-making:** working with the state's 19 remote and discrete Aboriginal and Torres Strait Islander communities to co-design policies and programs and facilitate community-led decision-making.

OUR STRATEGIC OBJECTIVES

Following the Machinery of Government changes on 12 November 2020, the newly formed Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships developed the *Strategic Plan 2020–2024*, which included the following six strategic objectives:

1. Improve wellbeing
2. Co-design policies, programs and services
3. Invest in quality services
4. Influence service delivery and economic outcomes
5. Support safe and connected communities
6. Strengthen capability, innovation and governance.

Strategic risks

We proactively identified and managed the following strategic risks to minimise their 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
- **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 and developing new, or amending existing, legislation to ensure alignment with current policy settings
- **workforce:** building workforce capability and maintaining a safe and healthy work environment during the COVID-19 pandemic
- **safe communities:** providing appropriate COVID-19 advice and support to vulnerable Aboriginal and Torres Strait Islander communities.

Opportunities

We capitalised on, and leveraged, the following opportunities arising from our strategic risks:

- increased the opportunities for all Queenslanders to feel included and achieve social and economic wellbeing within their communities
- helped communities to thrive through seizing the opportunity to deliver NDIS services locally
- collaborated with progressive, high-performing sectors to deliver jobs and quality services to all Queenslanders

- demonstrated innovation in our approaches to improve the capacity, capability and resilience of clients, communities, stakeholders and staff
- collaborated with the Commonwealth Government, the National Disability Insurance Agency (NDIA), the NDIS Quality and Safeguards Commission and other states and territories to ensure Queenslanders with disability continued to benefit from the NDIS
- provided evidence-based advocacy to the Commonwealth and other state government agencies to improve safeguards, service design and delivery
- encouraged seniors and people with disability and/or their representatives, to participate in key decisions about them
- co-designed policies with Aboriginal and Torres Strait Islander Queenslanders and other strategic partners, and worked more broadly to promote the voice of Aboriginal and Torres Strait Islander Queenslanders and the Path to Treaty
- facilitated opportunities for Aboriginal and Torres Strait Islander community-controlled organisations to increase their capability to co-design service delivery in order to improve equitable participation and outcomes
- led and monitored whole-of-government design and implementation of best practice policies, strategies and action plans through the Cultural Agency Leaders committee
- brokered strategic partnerships with agencies to deliver improved social and economic outcomes
- developed information technology solutions that support service delivery
- built individual and organisational capability to support departmental priorities
- strengthened strategic partnerships with Aboriginal and Torres Strait Islander communities, mayors and government agencies, to improve community resilience in responding to pandemic events
- strengthened the department's governance frameworks based on contemporary best practice.

Further information about the department's *Strategic Plan 2020–2024* can be found at: www.dsdsatsip.qld.gov.au/about-us/corporate-publications/strategic-plan