

01 About us

Our vision

Work together with seniors, people with disability, and Aboriginal and Torres Strait Islander communities so they can thrive 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 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, and other State and Territory Governments.

Our SOLID culture

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

- **S**trengths-based—we value the strengths in each other and recognise that we can grow professionally and achieve more as a team by working together and leveraging these strengths
- **O**pen—we value honest and respectful communication that recognises the whole person and builds positive workplace relationships
- **L**oyal—we collaborate and support each other as people and professionals, respectfully challenging each other to be exceptional in our roles
- **I**nnovative—we value continuous improvement that builds on what works, solves problems and identifies new opportunities.
- **D**edicated—we are purpose-driven and passionate, bringing our best selves to our roles; and we are committed to enabling ourselves, our colleagues and the people we serve to thrive

Embedding the Queensland public service values

We are committed to a way of working where:

- leaders and employees make decisions based on our 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 following Queensland Government objectives for the community:

- **Supporting jobs**—facilitating, brokering and connecting Aboriginal and Torres Strait Islander Queenslanders and people with disability to open new employment opportunities, and communicating the latest information to realise the opportunities provided by the National Disability Insurance Scheme (NDIS).
- **Backing small business**—engaging, facilitating and empowering Aboriginal and Torres Strait Islander owned businesses and communities to grow their economic aspirations, and providing disability service providers with the latest and most strategic information to support them to grow under the NDIS.
- **Backing our frontline services**—enabling people with disability to access services that assist them with their core activities of daily living; delivering disability accommodation support, respite and forensic disability services; delivering programs and services for seniors to enhance their social and economic outcomes; 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; acknowledging the existing leadership in Aboriginal and Torres Strait Islander communities to co-design, with Government, efficiencies and outcomes that meet the needs and aspirations of each community; reinforcing local leadership to support Aboriginal and Torres Strait Islander communities to locally manage their Alcohol Management Plans; recognising past wrongs and connecting Aboriginal and Torres Strait Islander Queenslanders to their community and family histories; providing services supporting access to the NDIS for people with disability in rural, remote and regional locations, including promoting the development and maturation of NDIS markets in these locations, and overseeing the implementation of Queensland's NDIS Full Scheme Agreement to ensure improved outcomes for participants and that their economic opportunities are realised.

Our organisational structure

Organisational structure as at 30 June 2022.

OFFICE OF THE DIRECTOR Forensic Disability		MINISTER for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships			COMMISSIONERS Family Responsibilities Commission Meriba Omasker Kaziw Kazipa
INTERNAL AUDIT LEGAL AFFAIRS UNIT					DIRECTOR-GENERAL Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
DEPUTY DIRECTOR-GENERAL Disability and Seniors Connect	DEPUTY DIRECTOR-GENERAL Disability Accommodation, Respite and Forensic Services	DEPUTY DIRECTOR-GENERAL Strategic Policy, Legislation and Program Reform	DEPUTY DIRECTOR-GENERAL Culture and Economic Participation (Aboriginal and Torres Strait Islander Partnerships)	DEPUTY DIRECTOR-GENERAL Corporate Services	
EXECUTIVE DIRECTOR Inclusion, Programs and Safeguards	ADMINISTRATOR Forensic Disability Service	EXECUTIVE DIRECTOR Strategic Policy and Legislation - Seniors and Disability Services	EXECUTIVE DIRECTOR Culture and Economic Participation	CHIEF HUMAN RESOURCE OFFICER Human Resources and Ethical Standards	
		EXECUTIVE DIRECTOR Strategic Policy and Legislation - Aboriginal and Torres Strait Islander Partnerships	EXECUTIVE DIRECTOR Regional and Infrastructure Coordination	CHIEF FINANCE OFFICER Finance, Procurement and Property Services	
		EXECUTIVE DIRECTOR Local Thriving Communities		EXECUTIVE DIRECTOR Governance and Strategic Communications	

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 on to 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 moved 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, to be resilient, and to 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 Queenslanders 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 Aboriginal and Torres Strait Islander 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 Aboriginal and Torres Strait Islander 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's 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 Kathy Parton

Deputy Director-General, Strategic Policy, Legislation and Program Reform

Bachelor of Arts, Grad Cert Writing, Editing and Publishing

Ms Kathy Parton is a senior executive with more than 20 years' experience in government, working across departments and statutory bodies.

Ms Parton is responsible for leading the strategic policy, legislation and program reform for Seniors and Disability Services, and Aboriginal and Torres Strait Islander policy. This has included progressing significant First Nations policy reform through the Path to Treaty, Local Thriving Communities and Indigenous Voice initiatives, and representing Queensland as the Deputy Department Head for disability services reform.

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

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

Dr Ian Mackie has significant experience working with Aboriginal peoples and Torres Strait Islander peoples, government agencies and service providers to develop services and programs that will improve outcomes for Aboriginal peoples and Torres Strait Islander peoples. He strives to include the voices of Aboriginal peoples and Torres Strait Islander peoples in the work undertaken by the department and government more broadly. Additionally, Dr Mackie is an advocate for increasing the number of Aboriginal and Torres Strait Islander Queenslanders in the public service and in decision-making roles.

Having worked across the public, private and community sectors, he is well-placed to influence others and negotiate outcomes that provide short, medium and long-term benefits to Aboriginal peoples and Torres Strait Islander peoples.

In his former role as Assistant Director-General, Indigenous Education and Training Futures (Education Queensland), he endeavoured to bring new thinking to improve educational outcomes for Aboriginal peoples and Torres Strait Islander peoples. Believing in the critical importance of this, formed the basis for his doctoral dissertation on reform and innovation in this field. Dr Mackie continues to take opportunities to influence others in this work through the delivery of public talks and published articles in refereed journals.

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
Deputy 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 including 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 participant access grew from 15,000 in mid-2018, to over 110,000 by 30 June 2021, with annual plan values now in excess of \$7.8 billion. This included delivery of the Assessment and Referral team, which over two years has provided end-to-end NDIS access support to 3,070 disadvantaged Queenslanders with disability resulting in annual plans valued at over \$150 million.

This year, Mr Wise led the successful implementation of NDIS worker screening in Queensland. Between 1 February 2021 and 30 June 2022, over 100,000 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 has taken 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
Deputy 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 22 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 reforms 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.

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*. He has led the Accommodation Support and Respite Services (AS&RS) service delivery area through a number of client-centred reforms as part of the ongoing transition of services into the NDIS environment.

Ms Rhiannan Howell
Deputy Director-General, Corporate Services

Executive Masters of Public Administration

Ms Rhiannan Howell joined the department in March 2022. Ms Howell was appointed as Deputy Director-General, Corporate Services, leading the functions of financial management, procurement, property services, human resources and ethical standards, governance and strategic communications. Ms Howell has

more than 20 years' experience in a number of diverse Queensland public sector agencies in a range of management, human resources, change management, governance and communications roles.

Ms Howell was previously the Head of Corporate Services, Department of Employment, Small Business and Training. She has a diverse background across the public and private sectors in a number of service delivery and corporate service roles.

Neil Smith

Chief Human Resource Officer, Human Resources and Ethical Standards

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 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.

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 15 years' experience in the Queensland Government, including 9 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.

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 65.

Our governance committee structure

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

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 the Board of Management, and all decisions of the Board are considered to be approved by the accountable officer and are binding.

The Director-General and the Board of Management 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
- 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 Board, 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 67.

Our government bodies

As part of the department's portfolio, the following bodies provide their annual report as indicated:

Name of body	Constituting	Annual Report arrangements
Commissioner (Meriba Omasker Kaziw Kazipa)	<i>Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Act 2020</i>	Separate annual report prepared
Community Enterprise Queensland Board of Management	<i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984 (the Act)</i>	Separate annual report prepared
Director (Forensic Disability)	<i>Forensic Disability Act 2011</i>	Separate annual report prepared
Family Responsibilities Board	<i>Family Responsibilities Commission Act 2008</i>	See Appendix 4 – Government bodies
Family Responsibilities Commission	<i>Family Responsibilities Commission Act 2008</i>	Separate annual report prepared
Queensland Aboriginal and Torres Strait Islanders Foundation Board of Advice	Trust Deed	Separate annual report prepared
Queensland Disability Advisory Council	<i>Disability Services Act 2006</i>	See Appendix 4 – Government bodies
The Local Thriving Communities Joint Coordinating Committee	Terms of Reference	See Appendix 4 – Government bodies

National agreements

The department leads implementation and negotiations associated with:

- the National Agreement on Closing the Gap
- the National Federation Reform Council Taskforce on Indigenous Affairs
- the Australia's Disability Strategy 2021-2031
- the Bilateral Agreement between the Commonwealth of Australia and Queensland on the National Disability Insurance Scheme.

Our operating environment

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

- COVID-19 pandemic and workforce impacts requiring resilience and adjusting our way of working to deliver services while responding to COVID-19 and natural disasters
- customers expecting increased levels of choice and control in engagement with government
- the pace and scale of change, combined with fiscal pressures, having the potential to impact on our ability to respond to customer expectations
- needing to leverage the digital age and implement contemporary service solutions
- needing to provide collaborative service delivery across government.

Our strategic objectives

The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships has published the following five strategic objectives in the department's *Strategic Plan 2021-2025*:

1. Promote inclusion and access to programs and services
2. Increase engagement through co-design
3. Influence social and economic outcomes
4. Foster safe and connected communities
5. Strengthen capability, innovation and governance.

Further information about the department's *Strategic Plan 2021-25* can be found at:

<https://www.dsdsatsip.qld.gov.au/about-us/corporate-publications/strategic-plan>

Our strategic risks

The department proactively monitors and manages the following strategic risks that could impact on the achievement of our vision and strategic objectives:

- **Safeguards**

Protecting the rights and safety of people with disability in service environments through investigating complaints, approval of the short-term use of restrictive practices and the screening of disability workers.

- **Investment**

Achieving value for money by managing departmental resources to deliver improved outcomes, driving performance through service agreements, and using evidence-based decision-making in prioritising the commissioning of services to ensure they respond to the needs of Queenslanders.

- **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 requirements**

Independently validating the evidence that information security requirements meet basic system controls.

- **Legislation**

Ensuring compliance with legislative requirements.

- **Workforce**

Building workforce capability, and maintaining a safe and healthy work environment, including during the COVID-19 pandemic.

- **Safe communities**

Providing appropriate COVID-19 advice and support to seniors, people with disability, and vulnerable Aboriginal and Torres Strait Islander communities.

Our opportunities

The department endeavours to capitalise on, and leverage, the opportunities arising from our strategic risks by undertaking the following:

- **Increasing opportunities for all Queenslanders** to feel included and achieve social and economic wellbeing within their communities
- **Helping communities to thrive** through seizing the opportunity to deliver NDIS services locally
- **Collaborating with progressive, high-performing sectors** to deliver jobs and quality services to all Queenslanders
- **Demonstrating innovation** in our approaches to improve capacity, capability and resilience of clients, communities, stakeholders and staff
- **Collaborating** with the Commonwealth, National Disability Insurance Agency (NDIA) and other states and territories to ensure Queenslanders with disability continue to benefit from the NDIS
- **Providing evidence-based advocacy** to Commonwealth and other state government agencies to improve safeguards, and service design and delivery
- **Encouraging seniors and people with disability** and/or their representatives, to participate in key decisions about them
- **Co-designing policies** with Aboriginal and Torres Strait Islander Queenslanders, people with disability and other strategic partners
- **Developing information technology solutions** that support service delivery
- **Building individual and organisational capability** to support departmental priorities
- **Strengthening strategic partnerships** with Aboriginal and Torres Strait Islander communities, mayors and government agencies, to improve community resilience in responding to pandemic events
- **Strengthening the department's governance** frameworks based on contemporary best practice.

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

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