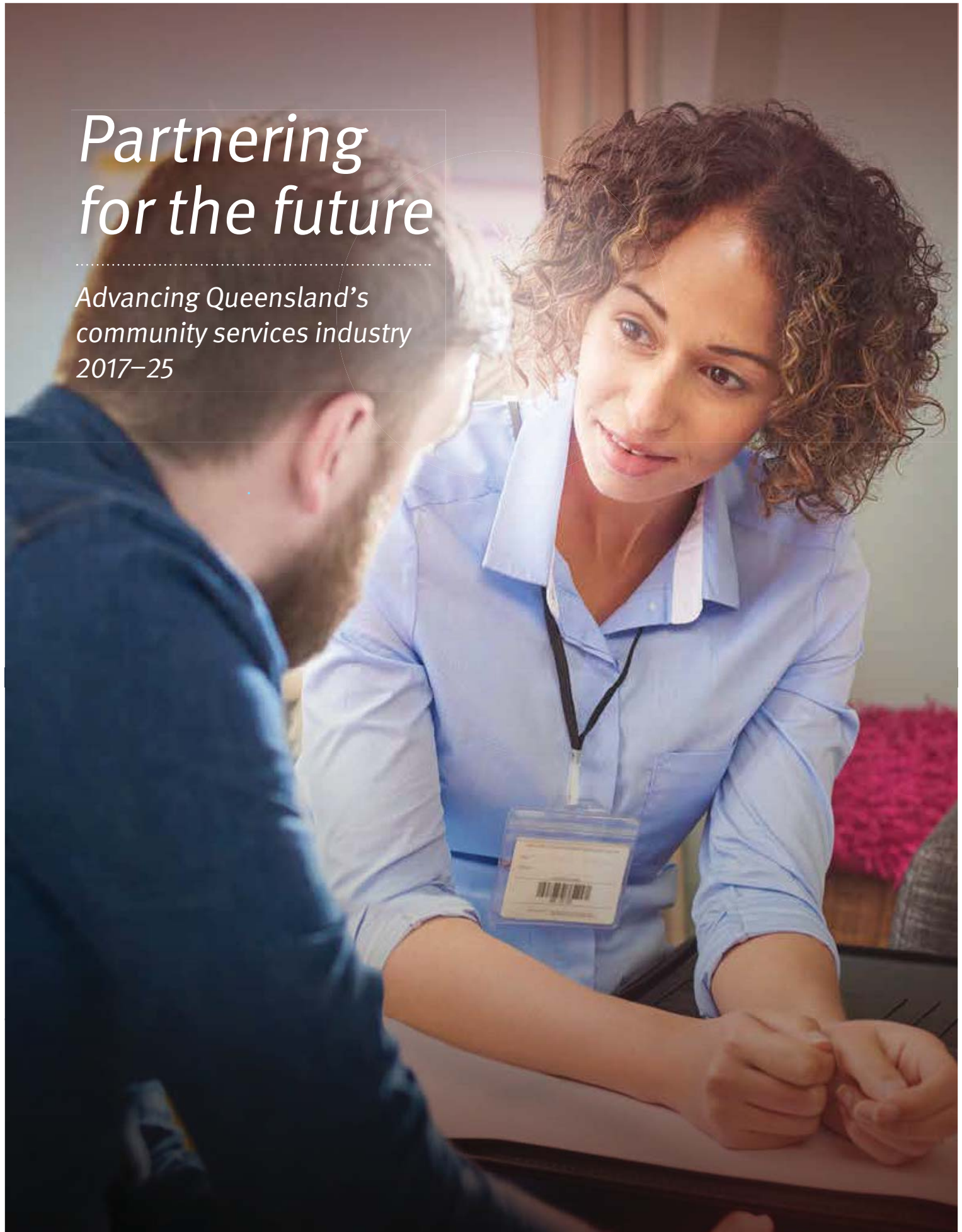


Partnering for the future

Advancing Queensland's
community services industry
2017–25



The community services industry and government working together

CSPF
community services
partnership forum



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Minister's message

The Queensland Government recognises the importance of the community services industry to our state's future.

The industry provides services that assist people experiencing vulnerability to improve their lives and participate as productive, empowered members of their communities. These services are essential if we are to reduce disadvantage and grow Queensland's social and economic prosperity.

The community services industry is also one of our state's fastest-growing and most dynamic industries. With forecasts showing its employment growth will be more than double the overall Queensland and national rates, the industry clearly has huge potential to create jobs throughout the state.

Partnering for the future has been co-developed by industry members and the Queensland Government to ensure the industry is well positioned for this predicted jobs growth and for delivering social and economic benefits for the state.

The timing of this strategy is crucial. It responds to major changes affecting the industry, such as the digital revolution and growth of market-based approaches, and to increasing service demand.

The government is ready to partner with the industry to harness the opportunities these changes offer for transformation and for enabling the industry to be a driving force in growing Queensland's social, cultural and economic wellbeing.

Shannon Fentiman

Minister for Communities, Women and Youth
Minister for Child Safety
Minister for the Prevention of Domestic and Family Violence

Industry message

Major investment has been made in community services in Queensland. This has focused on reforms in areas such as child and family support, disability services and domestic and family violence, with the broad objective of improving the state's social and economic outcomes.

To deliver these reforms, meet growing demand and position itself for ongoing success, our industry will need to consider its approach to service provision. This will include further embracing the ideals of integration, collaboration and productivity, and ensuring organisations are well connected with communities and clear about their roles.

To effectively service the needs of Queensland's decentralised and culturally diverse population, our industry needs a dynamic, skilled workforce that reflects the communities we support. As well as positioning the industry as an employer of choice with effective strategies for attracting and retaining valuable workers, we will require supplementary workforce initiatives to address service delivery challenges identified by industry members. Our industry is already exploring new business models and new technologies to meet the challenges we face into the future and make a positive difference to the lives of Queenslanders.

Our vibrant industry faces increasing pressure to meet the needs of communities, families and individuals across Queensland. The strategies in this document have been developed in close consultation with industry representatives, and we look forward to partnering with the Queensland Government to deliver this future-focused initiative.

Community Services Partnership Forum

Summary

Queensland's community services industry holds crucial keys to unlocking the state's full potential for growth and prosperity. As well as providing services to improve people's wellbeing and enable them to participate productively in their communities, the industry is predicted to be a major source of jobs for the future.

Like most industries, the community services industry is experiencing major changes — for example, the growth of market-based approaches to service delivery, impact of new technologies, and diversification of the industry's funding base. These changes are transforming the environment in which the industry is operating and occurring in the face of increasing service demand.

To ensure it is well positioned to meet Queensland's current and future needs, and grow its contribution to the state's communities and economy, the industry needs new ways of doing business, new approaches to designing, financing and providing services, and a strong workforce with the diverse range of job roles and skill sets to deliver these innovations.

The *Partnering for the future* strategy has been co-developed by the community services industry and the Queensland Government to provide a roadmap for proactively addressing changes and driving joint work towards the vision of the industry for 2025.

The strategy has four key focus areas:

- **Improving outcomes for individuals, families and communities**
- **Growing jobs and skills**
- **Positioning the industry for success**
- **Enabling system-wide transformation**

The industry and government will co-develop and co-implement short-term action plans to deliver on these focus areas. The first plan outlines actions for 2017–18.

What does a strong community services industry mean for Queensland?

Improved wellbeing for individuals, families and communities



More jobs for Queenslanders



More people participating as active, empowered and contributing members of their community



Social and economic equality



A stronger Queensland economy



Vision for 2025

Queensland's community services industry supports individuals, families and communities to thrive and is a driving force in growing the state's social, cultural and economic wellbeing.

The industry and the Queensland Government will build on their strengths to realise this vision.

In 2025, Queensland's community services industry will be recognised as an industry that:

- positions the **client at the heart** of every interaction
- is **outcomes focused**, supporting clients to actively participate in Queensland's society and economy
- is an **employer of choice**, with effective strategies for attracting, utilising and retaining a **strong, diverse and appropriately skilled workforce**
- demonstrates **cultural capability** in working with people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander peoples, and a **commitment to reconciliation**
- demonstrates best practice approaches to being **child-safe, injury-free, violence-free, bullying-free** and **non-discriminatory**
- **collaborates** and **cooperates** with many different stakeholders to strengthen the experience and impact of services for individuals, families and communities
- demonstrates a **strong culture of innovation**
- has a strong understanding of **demographic, social and economic trends** and a **robust evidence base** about 'what works best' to inform decision making, in consultation with clients
- uses **technology** to transform business and service delivery processes, while keeping the 'human touch'
- operates at **optimum productivity levels** and is able to **measure and articulate the value** that community services provide to Queensland's society and economy
- contributes positively to **place-based, community-driven solutions** to local social problems
- **co-creates fit-for-purpose policy and regulation** that enables innovation and productivity and safeguards clients
- applies **robust business, governance and financing models** that attract investment from a wide range of sources
- helps to plan, deliver and operate **vital social infrastructure** that supports vibrant communities.



Queensland's community services industry

The community services industry creates social and economic value for the state.

The industry:

- delivers services that promote participation and enable people to improve their life outcomes

For example:

- child and family services
- disability services
- housing and homelessness services
- domestic and family violence services
- financial inclusion and resilience services
- services for individuals (for example, young people, seniors, women, and people from culturally and linguistically diverse backgrounds)
- services for Aboriginal and Torres Strait Islander peoples
- neighbourhood and community centres



- provides jobs



The industry provided **45,000 jobs** for Queenslanders in 2015.¹ Annual jobs growth for 2015–25 is forecast to be **3.8%** – **more than double** the Queensland and national growth rates.²

- injects funds into the economy



The industry contributed **\$3.5 billion** to Queensland's economy in 2014–15. This is set to increase to **\$6.3 billion** annually by 2025.³

- reduces disadvantage and boosts productivity

community services

increase inclusion

address social and economic inequality

promote social wellbeing

grow the economy

reduce health and welfare costs

enable and empower people and communities

build resilience

The industry comprises a diverse range of organisations.

Industry organisations provide a wide variety of services in **metropolitan, regional, rural and remote communities** across the state.

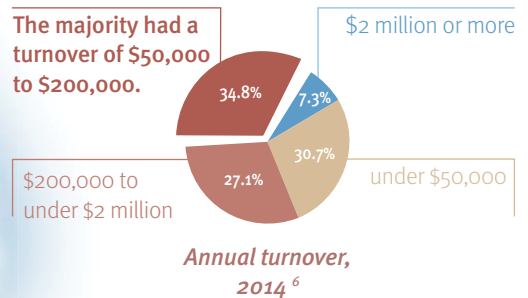
The industry had:

- 641 registered businesses in 2014⁴
- 1188 registered charities in 2015 plus 469 that were registered in other states and operated here.⁵

Organisations:

- vary in **size and turnover**
- operate in **different forms** — for example, as incorporated associations, unincorporated associations, companies and Indigenous corporations.

The majority had a turnover of \$50,000 to \$200,000.



Key features of the industry workforce⁷

45-54 years 28.1%

The **largest share** of the workforce is aged **45 to 54 years**, in contrast to the overall Queensland workforce which has a more even spread of workers aged 20 to 54 years.

66.9% of workers hold a **post-school qualification** — 8.1% more than in the overall Queensland workforce.

75.4% of the workforce are female — 28.3% more than in the overall Queensland workforce.



50.2% of employees **work part-time** — 17.7% more than in the overall Queensland workforce.



The industry has a large number of volunteers.



In 2014, approximately **234,100 people volunteered** for welfare and community organisations in Queensland, providing **28.9 million hours of unpaid work valued at \$906 million**.⁸

Note: Volunteer figures include contributions to organisations in the community services industry, as well as to organisations delivering other human services, such as residential aged care. Volunteer contributions to charities are not included.

Drivers for a community services industry strategy

Harnessing opportunities

Like other industries, economies and societies throughout the world, Queensland's community services industry is experiencing major changes on several fronts. The impacts of these changes are far-reaching and will require new ways of working and doing business. For success and sustainability into the future, it is vital that the industry builds a workforce with job roles and skill sets that are fit-for-purpose in this new operating environment and enable it to harness opportunities to innovate, build capacity and transform.

The **transformation of the service delivery environment** is one of the most prominent changes for the industry. The National Disability Insurance Scheme (NDIS), with its focus on individual choice and control and shifting of purchasing power to service users, is driving a more market-based approach to human services and creating a more competitive operating environment for service providers. These changes are likely to impact on other parts of the human services system, prompting industry organisations and government to review and adjust service models, and increase capacity for promoting and selling services.

Technology permeates everyday life, the world of business and the wider society and is advancing continuously. It is becoming increasingly important for the community services industry to keep pace with new technologies and to take advantage of the many opportunities these offer for enhancing client services and improving productivity.

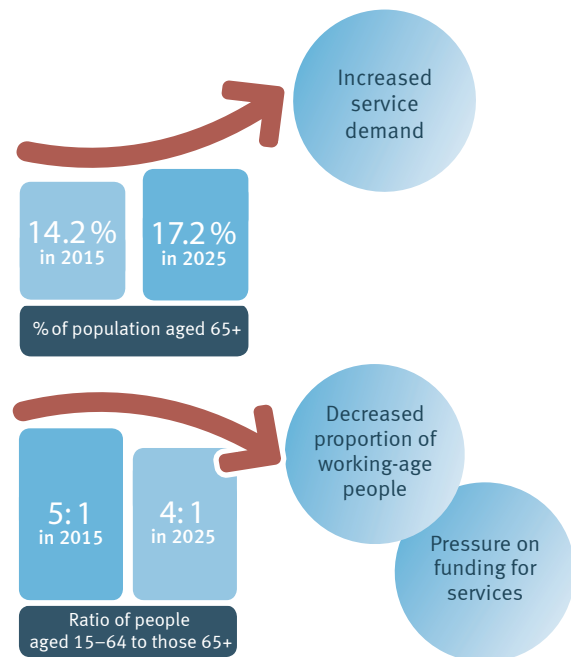
Many industry organisations have traditionally relied on government as the main investor in services. However, with service demand increasing and government's investment capacity unlikely to grow at the same pace, the industry will need **additional and diversified sources of revenue**. Social Benefit Bonds, for example, are being explored as one option for improving outcomes in targeted areas of need by leveraging private investment.

The increasing adoption of **place-based, community-driven responses** to local social problems is also a change driver for the industry. To support place-based approaches effectively, organisations will require new ways of sharing resources, making decisions and engaging with communities, clients and governments.

Population trends have an impact on social structures, the economy, the workforce and service demand. The most pressing of these trends is the ageing of the population. The cost of providing services for older people, especially in Queensland's regional areas, will require innovative, alternative models of support for the future.

The industry has recognised the opportunities these changes present and has already done much to build on its current strengths. A strong foundation is now in place to continue this momentum and drive transformational change.

Ageing population, Queensland⁹



Reducing disadvantage

The community services industry has a key role to play in reducing disadvantage and growing the economy.

Queensland has some significant levels of disadvantage (for example, in relation to people who are homeless, people with disability, and Aboriginal and Torres Strait Islander peoples) and disadvantage is growing overall. The impacts of disadvantage — such as poor outcomes in health, education and employment and lower levels of productivity and growth — are detrimental and costly for the people affected, the broader community and the economy.

In the face of these impacts and pressures, the work of the community services industry is crucial. As a purpose-driven industry, it promotes social and emotional health and wellbeing by empowering individuals and communities. No other industry provides the breadth and depth of services that this industry does to ensure people experiencing disadvantage have opportunities to improve their lives and are supported to engage as active participants in their communities. Improving participation has both social and economic benefits — it helps to reduce poverty and inequality, increase productivity, lower costs and grow the economy.

The community services industry is also one of the state's fastest-growing industries. It provides employment for many Queenslanders and is predicted to be a major source of jobs for the future.

This strategy brings the industry and government together as partners to harness opportunities for transforming and strengthening the industry, and building on its work to deliver better social and economic outcomes for Queenslanders.

In Australia, employment has long been seen as an important indicator of individual economic participation and as a means of improving one's life circumstances.

Bronwyn Fredericks, 'Getting a job: Aboriginal women's issues and experiences in the health sector', *International Journal of Critical Indigenous Studies*, vol. 2, no. 1, 2009.



Partnering for the future



Significant work is underway across the industry and Queensland Government to respond to changes and challenges and address systemic disadvantage. This strategy focuses on areas that will enable the successful delivery of this work and grow the industry's contribution to Queensland's communities and economy.

Transformation will take time; it cannot all be done at once. The *Partnering for the future* strategy is intended to provide a roadmap for the industry, government and stakeholders to work together over the long term.

The strategy has been co-developed by the Queensland Government and members of the Community Services Partnership Forum, which was established by the Department of Communities, Child Safety and Disability Services for engagement with industry representatives and stakeholders. The strategy also draws on consultation with more than 500 stakeholders, including representatives of non-government organisations, industry clients, members of the corporate sector, social entrepreneurs, academics, and officers from a range of government departments.

Call to action

The strategy is a call to action to:

- build on and develop the strength of the industry so that it continues to have a positive impact on the lives of Queenslanders
- ensure the industry has the skilled workforce it needs for the future
- celebrate the strengths and unity of the community services industry in delivering social and economic value for each and every Queensland community — for example, by:
 - seeking and establishing collaborations that drive innovation, build capacity and improve client outcomes
 - empowering clients to provide feedback on services and issues in their communities
- inspire leaders and members of the community services industry to 'step up' to the challenges of the future
- increase understanding of changes that stakeholders can make to contribute to the industry's reform agenda.

Strategic approach

Partnering for the future has four key focus areas:

1. Improving outcomes for individuals, families and communities

This is the central focus area and underpinning intent of work across the other focus areas. To achieve the vision for 2025, all work under the strategy needs to be directed towards strengthening services so they have a positive, lasting impact on people's lives, and provide flow-on benefits for the broader Queensland community.

2. Growing jobs and skills

This focus area identifies considerations and requirements for building and maintaining a diverse community services workforce with the jobs and skills it needs to deliver innovative, effective, culturally safe services into the future. It also highlights the importance of providing employment and skill-development opportunities for the industry's clients.

3. Positioning the industry for success

This focus area identifies priorities to grow the industry's impact — both social and economic — and strengthen its capacity to drive change.

4. Enabling system-wide transformation

This focus area identifies priorities for enabling transformation, not just within the industry and government, but also across other sectors and the community services system. Action on these priorities is likely to involve a range of participants within and beyond the industry.

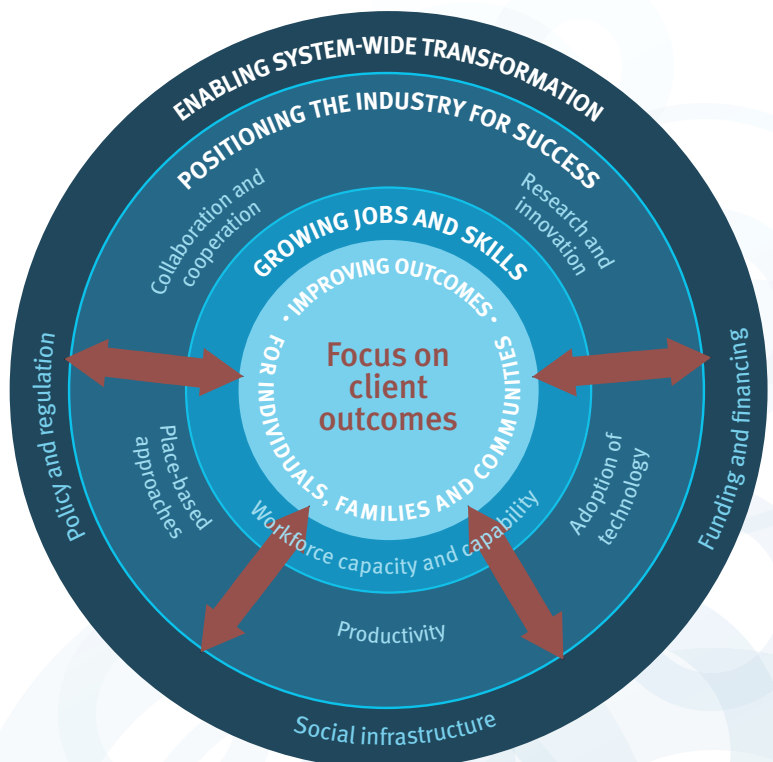
The diagram below illustrates how these focus areas interact to form the framework for the strategy. It identifies priorities for action across the industry and service system to improve outcomes for clients and communities. These priorities incorporate success imperatives identified in *Forecasting the future: community services in Queensland 2025* (Deloitte Access Economics 2016).

Investment approaches

The Department of Communities, Child Safety and Disability Services *Strategic investment direction and action plan 2017–19* outlines approaches and actions to increase the effectiveness of departmental investment. These approaches and actions align with and will help to progress priorities in the *Partnering for the future* strategy.

The department will also develop an IT-based investment management program. This program will enable more efficient, joined-up processes for the department and service providers from beginning to end — from targeting investment to commissioning, contracting, reporting, and measuring service effectiveness.

Strategy framework



Focus area 1

Improving outcomes for individuals, families and communities

Achieving the best possible outcomes for Queenslanders experiencing vulnerability is a key purpose of the community services industry and the Queensland Government.



Focus on client outcomes

Outcomes, while often challenging to identify and measure, help to focus resources and efforts on the real differences to be achieved for clients and communities. They are a gateway to service delivery transformation, providing opportunities for effective, flexible, responsive, customised and innovative services.

Identifying and measuring outcomes also helps to strengthen accountability for the investment made in services and the impact these have on people's lives. It is not enough just to describe the resources used for service delivery, or the number of hours of support provided. The industry and government need to be able to clearly articulate the benefits experienced by people and communities who access services.

Linking outcomes to funding arrangements will not work for all types of contracts in community services but where it does, then it will be pursued to provide a viable alternative approach to investment. Work is well underway towards this, with government and the industry currently transitioning to an outcomes-oriented approach.

The industry and government will partner to progress this work — for example, by:

- piloting Social Benefit Bonds, which involve a payment-by-outcomes funding arrangement
- developing outcomes frameworks for investment areas
- progressively implementing more outcomes-oriented investment through service agreements, where appropriate
- developing investment plans through the Investment Management Standard.

A focus on client outcomes can help to:

- achieve better results for clients and communities
- encourage innovation and more effective service responses
- build evidence about service effectiveness to help industry organisations attract additional sources of investment.

Our primary focus must always be on quality outcomes for individuals, families and their communities. Achieving social and economic wellbeing for all Queenslanders requires the contribution of all across the community.

**Mark Henley, Chief Executive Officer,
Queensland Council of Social Service**

Partners for Change Outcome Management System

The Partners for Change Outcome Management System (PCOMS) is an evidence-based, client feedback system for measuring and improving the quality and outcomes of services. This feedback ensures the client and counsellor stay focused on client outcomes, and their alliance (working relationship) is strong and effective. Under PCOMS, this alliance is viewed as the strongest predictor of outcomes.

Lifeline Darling Downs and South-West Queensland, which has used PCOMS for six years, described how this system worked successfully for one of its clients.

Frank was referred by the hospital after major heart surgery. He had chronic lower back pain, anxiety and a 20-year history of recurrent nightmares. He had also suffered many years of domestic violence. After nine counselling sessions, Frank had made new friends, visited old friends and reunited with his granddaughter. He no longer had nightmares, and his back pain was all but gone, as were his symptoms of anxiety. He is now actively engaged in physical rehabilitation.

Frank planned for these outcomes and tracked progress at each session using the PCOMS Outcome Rating Scale and the Session Rating Scale (tool for monitoring the strength of his alliance with the counsellor). His personal wellbeing increased from 4/10 to 8/10, his close and family relationships from 4/10 to 7/10, his friendships from 3/10 to 7/10, and his overall sense of wellbeing from 4/10 to 8/10. His total Outcome Rating Scale score exceeded 30/40 for the final four sessions, which can be described as 'clinically significant change'.

These self-reporting scales take about 30 seconds to complete and have been evaluated in clinical trials. Most importantly, PCOMS ensures the client and counsellor leave the session knowing they are on track, or where work needs to be done next session, and their relationship remains sound. The system both improves client outcomes and strengthens counsellor skills.

Outcome Rating Scale (ORS)

Name: _____ Date: _____ Age (Y/M): _____ Sex: M / F

What is being out this time? Please check one: Not at all Somewhat Fairly Very much

PLEASE TAKE ONE MINUTE TO RATE EACH ITEM BY CHECKING YOUR SCORE IN THE APPROPRIATE AREA OF THE LINE. PLEASE CHECK ONE END OF THE LINE TO INDICATE YOUR SCORE. IF YOU ARE UNABLE TO CHECK ONE END OF THE LINE, PLEASE CHECK THE OTHER END ACCORDING TO HOW YOU FEEL AT THE TIME.

Individuality (Personal well-being) _____

Interpersonality (Family, close relationships) _____

Socially (Work, school, knowledge) _____

Overall (Overall sense of well-being) _____

The Start and End of Change Project
www.betteroutcomesnow.com

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Session Rating Scale (SRS V.3.0)

Name: _____ Date: _____ Age (Y/M): _____ Sex: M / F

PLEASE TAKE 30 SECONDS TO CHECK ONE END OF THE LINE TO INDICATE YOUR SCORE.

Relationship _____ I did not feel heard, understood, or respected. _____ I felt heard, understood, and respected.

Goals and Topics _____ We did not work on or did not work on what I wanted to work on. _____ We worked on what I wanted to work on.

Approach or Method _____ The therapist's approach is not helpful. _____ The therapist's approach is helpful.

Overall _____ I did not feel that this session was helpful. _____ I feel that this session was helpful.

The Start and End of Change Project
www.betteroutcomesnow.com

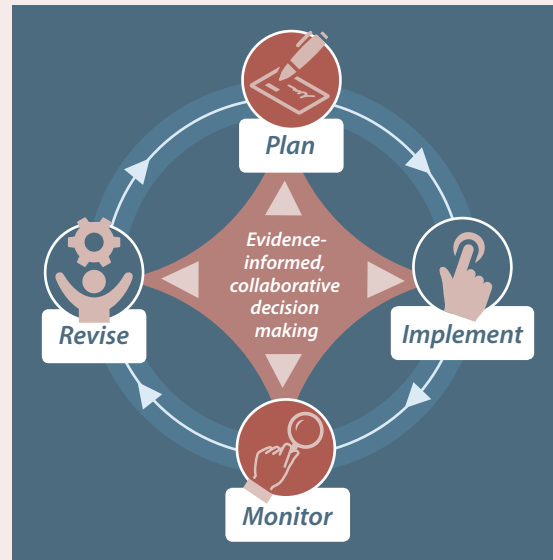
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Smart investment decisions = positive client outcomes

The Department of Communities, Child Safety and Disability Services is committed to making investment decisions that are consistent, evidence-informed and focused on achieving positive outcomes for Queenslanders experiencing vulnerability.

As part of moves towards an outcomes-oriented investment approach, the department is implementing the Investment Management Standard (IMS) across its service areas. The IMS is a collection of simple, commonsense ideas and practices to help organisations direct resources to deliver the best outcomes. Designed to support sound investment decision making, it focuses on addressing prime questions in four areas — ‘problem’, ‘benefits’, ‘strategic response’ and ‘solution’.

Going forward, the department will use the IMS when planning investments and monitoring the expected benefits to ensure it is investing in services that are well targeted, provide the support that clients need, deliver value for money and achieve the best possible outcomes for Queenslanders.



Using the IMS in the investment cycle

Note: The IMS was developed by the Department of Treasury and Finance, Victorian Government, and is being used by governments and businesses in Australia and New Zealand.

An outcomes-oriented approach will enable us to better plan and target investment. It will sharpen our focus on benefits for clients and communities and help us better assess ‘what works’. It will also facilitate innovative, contemporary services and investments and place more emphasis on collaboration.

Michael Hogan, Director-General, Department of Communities, Child Safety and Disability Services



Focus area 2

Growing jobs and skills

The industry and Queensland Government are committed to building and maintaining a diverse community services workforce with jobs and skills that enable the industry to innovate, improve outcomes for clients and grow its contribution to the state's social and economic wellbeing.



Workforce capacity and capability

This strategy recognises that workers and volunteers are the backbone of the industry, and that an ongoing focus on capacity and capability building is vital to ensure Queensland has a strong, sustainable community services workforce with the knowledge, skills and values to give life to our vision for 2025.

This includes building and retaining a workforce that:

- has skills and expertise to meet the industry's current and future needs — for example, in client-centred service delivery, technology, data and analytics, innovation, finance and marketing
- reflects the diversity of the individuals, families and communities that the industry seeks to serve
- is culturally capable.

A key challenge in building a strong workforce is being able to attract and retain workers across the state, including in rural and remote areas. This is particularly crucial, given the increasing demand for services and significant growth projected for community services jobs.

Attracting, training and retaining a strong body of volunteers is also an important part of workforce planning and development. Volunteers provide valuable support for the industry's work, and leveraging and growing their contribution will benefit clients and communities.

Strengthening sustainability

The Queensland Government is committed to ensuring a strong, sustainable community services industry and will provide an additional \$137.7 million over four years from 2017–18, in recognition of increases to award rates for social and community services workers. This will increase to \$52 million recurrently from 2020–21. This investment will help eligible organisations meet the extra wage costs resulting from these increases and assist in maintaining a stable, secure workforce.

This strategy also recognises the importance of increasing employment and skill-development opportunities for the industry's clients. This is a key step in promoting social inclusion, raising participation levels, and supporting people experiencing disadvantage to become empowered, productive members of their communities.

The industry and government will partner to:

- work with the Commonwealth Government and other stakeholders to identify opportunities for building a diverse, skilled and culturally capable workforce
- work with the business and education sectors and other stakeholders to improve clients' access to training, volunteering and job opportunities that assist them to enter employment
- leverage opportunities provided under the Queensland Government's Working Queensland agenda, which focuses on supporting business, providing skills development, training and employment opportunities across the state including in regional communities, and shaping the jobs of the future through Advance Queensland.

A focus on workforce capacity and capability can help to:

- attract and retain workers to meet service demand and support the business operations of Queensland's community services industry into the future
- ensure workers have the diverse range of skills, attributes and backgrounds needed to deliver responsive, flexible, culturally safe services that achieve positive outcomes for clients, and to drive innovation in service delivery and business operations
- build a culture of diversity, equity and inclusion across the workforce
- grow the industry's contribution to Queensland's society and economy.



Jobs and skills — now and for the future

This strategy identifies priorities to ensure a strong, sustainable community services industry into the future. To deliver on these priorities, the industry needs a workforce with a diverse range of fit-for-purpose jobs and skills.

Strategy priorities	Some key areas for jobs and skills	
Focus on client outcomes	<ul style="list-style-type: none"> • service model adaptation and innovation • design and measurement of outcomes 	<ul style="list-style-type: none"> • predictive modelling to assess service interventions • direct client engagement
Workforce capacity and capability	<ul style="list-style-type: none"> • data analysis to identify new job and skill needs • cross-industry skills attraction and exchange 	<ul style="list-style-type: none"> • creation of learning platforms for upskilling staff
Collaboration and cooperation	<ul style="list-style-type: none"> • collaboration brokerage • joint leadership and governance 	<ul style="list-style-type: none"> • establishment of cross-industry and cross-system partnerships
Research and innovation	<ul style="list-style-type: none"> • research brokerage • translational research 	<ul style="list-style-type: none"> • innovation to improve social wellbeing • impact evaluation
Adoption of technology	<ul style="list-style-type: none"> • 'big data' collection and analysis • cross-organisational system management 	<ul style="list-style-type: none"> • design of personalised technology solutions • assistive technologies
Productivity	<ul style="list-style-type: none"> • system redesign and support to maximise effectiveness • lean process redesign 	<ul style="list-style-type: none"> • cost-benefit analysis • development of innovative and shared technologies to increase efficiency
Place-based approaches	<ul style="list-style-type: none"> • cross-organisation partnership building and management • fostering and measurement of collective impact 	<ul style="list-style-type: none"> • system and resource development to enable local responses to local issues
Policy and regulation	<ul style="list-style-type: none"> • risk assessment and management • consumer protection in a market-based service system 	<ul style="list-style-type: none"> • use of innovative platforms to maximise stakeholder engagement
Funding and financing	<ul style="list-style-type: none"> • social and economic impact measurement • market dynamics and entrepreneurship 	<ul style="list-style-type: none"> • marketing and communication • establishment of innovative investment models and partnerships
Social infrastructure	<ul style="list-style-type: none"> • application of design thinking to social issues • establishment of infrastructure partnerships 	<ul style="list-style-type: none"> • optimisation of social infrastructure for community benefit



WorkAbility Queensland: building tomorrow's NDIS workforce

The rollout of the NDIS across Queensland is set to transform the way disability services are delivered, double the number of people receiving support, and create up to 19,000 new jobs, mainly in the non-government sector.

National Disability Services Queensland State Manager Richard Nelson

said the WorkAbility Queensland strategy was helping to grow and strengthen the disability sector's workforce ahead of the NDIS.

"It's about getting the right people, in the right place at the right time to support people with disability," he said.

"We need to ensure there are sufficient workers to meet demand across the state and that they have the skills and attributes to meet people's needs and expectations."

Mr Nelson said the strategy involved a wide range of initiatives, including intelligence gathering, strategic workforce planning, and engaging stakeholders to develop local solutions to local workforce needs.

"Bringing together local community members with policy and funding decision makers, and then working together on the changes we all want for the workforce, is the way to get better results for everyone," he said.

WorkAbility Queensland was developed by a consortium of peak bodies — the Health and Community Services Workforce Council, Community Services Industry Alliance, Queensland Council of Social Service, and National Disability Services — with funding from the Queensland Government.

Diversity, equity and inclusion

There are strong links between organisational success and a workforce that operates on the principles of diversity, equity and inclusion.

Studies show that:

- diversity unlocks innovation and drives market growth¹⁰
- diverse teams are more creative and perform better in problem solving than homogeneous teams¹¹
- when employees feel they have a more diverse and inclusive workforce, turnover is almost 20 per cent lower and employee effort is nearly 12 per cent higher.¹²

It is important that organisations across the industry embed diversity, equity and inclusion into the culture of their workplaces and workforces (both paid and voluntary) to improve service quality and outcomes, and to strengthen performance and capacity.



Focus area 3

Positioning the industry for success

The community services industry and the Queensland Government have set several priorities for joint work to strengthen the industry's impact, and ability to drive change.



Collaboration and cooperation

Effective collaboration and cooperation can harness the resources of communities, organisations, businesses and individuals to advance the wellbeing of Queenslanders.

Many industry organisations are currently working under a range of informal and formal collaborative arrangements, including networks, consortiums, partnerships and multi-service hubs. These arrangements have proved to be a successful way of strengthening the capacity of organisations and increasing the impact of their services.

The industry and government will partner to build on this foundation by pursuing and establishing new collaborations and cooperative ways of working — including:

- within the industry
- with volunteers and other service organisations
- with other industries and sectors — for example, the business, corporate, research, and education and training sectors
- with philanthropists, donors and other investors
- with communities and clients to improve the design, delivery and outcomes of services.

We will also partner to develop tools and mechanisms to support these new collaborations, and structures, processes and skills for managing their operation and ensuring viability.

Collaboration and cooperation can help to:

- improve client services and outcomes — for example, through better integration of services
- increase industry organisations' access to new investments, resources, expertise and markets
- achieve economies of scale
- promote innovation — for example, through sharing skills and knowledge, and giving a voice to multiple stakeholders including those who may not previously have had a say.

Collaboration and cooperation are powerful ways of increasing the impact of the community services industry. We need to create a new frontier in this space, exploring new models for achieving business-to-business collaboration within the industry and with the business and philanthropic sectors.

**Belinda Drew, Chief Executive Officer,
Community Services Industry Alliance**



Research and innovation

The community services industry has a long history of innovation with a large number of its organisations having been established as social innovations. It is timely now to build on this history to develop innovative approaches that:

- deepen, diversify and embed customer engagement in ways that grow participation, satisfaction and agency
- expand research and development to strengthen practice and improve effectiveness
- foster new approaches to service delivery to improve client outcomes in the face of increasing complexity
- develop and mature business operations to improve productivity and diversify revenue sources.

The industry and government will partner to:

- grow and diffuse innovation — for example, by encouraging research, establishing mechanisms for internal and external collaboration, building leadership and workforce capacity to innovate, and developing a culture of innovation that is open to risk taking and empowers people to think, challenge norms and act on ideas
- leverage opportunities for innovation provided under the Queensland Government’s Advance Queensland agenda — for example, research scholarships and fellowships, startup activities, and partnerships with universities and research organisations to foster social entrepreneurship.

Research and innovation can help to:

- develop creative, evidence- and practice-based service models that improve client outcomes and deliver social and economic value for Queensland
- increase agility and responsiveness — for example, to technological advances and population trends
- boost productivity
- attract workers with a diverse range of cutting-edge skills
- generate new sources of revenue.

What are key features of the most innovative not-for-profit organisations?

The *GiveEasy innovation index for the Australian not-for-profit sector* provides an annual snapshot of innovation across a range of organisations, including those delivering community services.

The 2017 index report¹³ found that the most innovative organisations:

- had rising budgets — innovative not-for-profits were 47 per cent more likely to have annual income growth
- engaged with their communities online — by embracing new technology, they increased their reach
- had high reputation scores
- had staff members who thought about the future — 72 per cent of staff at high innovators had this trait
- looked outside their own walls for innovation
- came in all shapes and sizes — innovation performance varied little with size.



Adoption of technology

Technologies such as social media, mobile communication, cloud services, open data platforms, 'big data' and analytics provide opportunities to transform service delivery, business operations, work practices, community engagement, relationships with investors, and the client experience. New approaches to technology are needed to make the most of these opportunities.

The industry and government will partner to explore opportunities for the industry to develop and leverage new technology solutions. These may include new platforms, new skills, new workforce practices that meet the needs and expectations of digital natives, new partnerships with the technology industry and new ways of sharing information while maintaining privacy and security.

Technology can help to:

- improve understanding of, and responses to, demographic and social trends — for example, through data analytics
- increase information sharing to enhance client services and outcomes
- increase service reach in rural and remote communities
- redeploy human resources to priority areas — for example, through use of assistive technologies for some types of client care
- boost productivity — for example, through more efficient business practices and reduced overhead costs
- attract additional sources of investment
- increase flexibility in the workplace
- enhance community engagement
- market the industry — for example, to potential investors and volunteers.

Ask Izzy helps find services

One in 200 Australians is homeless every night and while they might not have a bed, almost 80 per cent own a smartphone.

Designed with this in mind, the mobile website <https://askizzy.org.au> is fast becoming a lifeline to services for people who are homeless, providing them with a free, fast and simple way of finding what they need — from where to get a meal and bed for the night, to other assistance such as counselling, health services and legal advice.

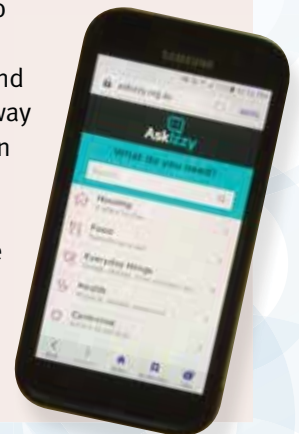
Ask Izzy was developed by the not-for-profit organisation Infoxchange, with support from Google, REA Group and News Corp Australia.

Service providers and people with lived experience participated in the design and testing of the website and have praised it as a great source of support.

"The knowledge I picked up playing around with *Ask Izzy* for an hour probably took me about three years on the street to pick up," said Danny.

"It allows people to have some control and power over decisions," said Clare. "You've made the decision that you need to go to those services, not someone else assuming that for you."

Ask Izzy is also proving to be a great source of data about service demand and supply. Plans are underway to use this for building an open data platform that helps to identify gaps and better match service locations with people's needs.



Productivity

Boosting productivity is essential to ensuring the industry's long-term strength and sustainability. In the face of increasing service demand and limits on resources and investor capacity, it is important that the industry and government derive best value from all investments.

The industry and government will partner to identify ways to increase productivity in service delivery, the workforce and the workplace — for example, by reducing overhead costs, improving efficiency, deploying technology, and removing barriers to productivity.

The industry and government will also partner to build on the significant contribution the industry makes to Queensland's overall productivity — both through services that promote social and economic participation, and as a fast-growing source of jobs. As this contribution is not widely recognised, it will be important to build capacity to measure and articulate the industry's value to the state's economy and broader community in order to attract a wider range of investment.

Boosting productivity can help to:

- strengthen service sustainability
- deliver better returns on investment
- attract additional sources of investment
- strengthen service delivery and improve client outcomes.

Productivity is not mainly about cost cutting; it is about delivering value.

Professor Peter Hines, Chairman, SA Partners (global lean enterprise consultancy) and co-founder of the Lean Enterprise Research Centre, Cardiff University



Place-based approaches

There are increasing moves across communities, human service systems and governments towards community-driven, place-based solutions to complex social problems.

Place-based approaches are a long-recognised way of mobilising action towards prevention, and prioritising efforts and resources to areas of greatest need. They involve all participants — the community, industry, businesses and all levels of government — working collaboratively towards common outcomes to achieve maximum impact.

The industry has a strong history of supporting place-based approaches. The government will partner with the industry to build on this experience and expand capacity to participate effectively in place-based ways of working — for example, by

exploring opportunities to work across program silos, improve service coordination, cut out duplication and overlaps, and move towards place-based commissioning approaches.

Place-based approaches can help to:

- provide better integrated, more holistic services that improve outcomes for clients
- break down program silos and reduce duplication
- tackle entrenched social and economic disadvantage
- enable and empower communities — for example, by supporting citizen-led planning and decision making.

Logan Together initiative — giving children a good start

The people of Logan City in South-East Queensland have come together with service providers, local businesses, philanthropic groups, Griffith University and governments to make sure children in their community get off to a good start in life.

Logan Together Director Matthew Cox said providing the right services and support early was critical to improving children's wellbeing and building strong families and communities.

"Logan Together focuses on children aged zero to eight years who are developmentally vulnerable to ensure they and their families are supported through each stage of childhood, from pregnancy through to the early school years," he said.

"We want these children to be in a good position to grow up to be successful teenagers and adults who can work, look after their own children and participate in the community."

Mr Cox said the Logan Together framework was informed by a collective impact approach.

"Many things go into helping children thrive, including a healthy way of life, education and a supportive social environment," he said.

"This is a concerted effort by citizens and stakeholders to start bringing all these things together to achieve real, long-term change for local children and their whole community."



Focus area 4

Enabling system-wide transformation

System-wide transformation is required to create an operating environment that supports the community services industry to thrive. Key components of this enabling environment include contemporary policies and regulation, sustainable sources of revenue and supporting social infrastructure.

It is vital that the industry and government partner with a range of stakeholders to influence and drive changes across these key components of the community services system to ensure Queenslanders have access to high-quality, sustainable community services into the future.

Policy and regulation

The industry and government need contemporary, fit-for-purpose policy and regulatory frameworks to respond to and drive change across the priorities set out in this strategy.

The environment in which the industry operates is changing and becoming more competitive with the introduction of market-based reforms such as the NDIS. These reforms reflect changes across the human services industry as governments seek maximum value for their investment in services and move out of direct service delivery towards greater use of managed markets and consumer-directed approaches.¹⁴ It is likely that these trends will continue, with national reviews investigating increased competition as a way of improving productivity and services in the human services sector.

Traditional approaches to regulation (for example, licensing or registration of providers, strict monitoring and compliance regimes and extensive reporting requirements) will no longer be fit-for-purpose in the changing marketplace. New models of regulation and self-regulation will need to be developed and established to support the new service delivery environment. Ensuring protection for vulnerable clients and access to quality services while supporting the growth of markets will be a key challenge of this work.¹⁵

Evidence-based policy frameworks will be required to support regulatory reform and the growth of markets, and other work under the strategy — for example, in consumer protection, incentivising good practice and value for money, and enabling innovation and improved productivity.

The industry and government will partner with clients and other stakeholders to advance policies and regulatory frameworks that protect vulnerable clients, avoid unnecessary regulatory burdens, support work on strategy priorities and enable the industry to thrive. The industry and government will also partner to develop approaches that help organisations be accountable for service quality and operate in competitive markets.

A focus on policy and regulation can help to:

- increase innovation, and responsiveness to changing needs
- redirect time and resources spent on compliance to service delivery
- improve outcomes for clients
- increase productivity.

The approach needs to shift from coercive prescriptive regulation of service providers to empowering both individuals and providers to manage risks and creating the right regulatory conditions for these fledgling markets to thrive and flourish.

Liz Forsyth, Deputy Chair, KPMG Australia, foreword of *Unleashing value: rethinking regulation in the human services sector*, viewed 22 June 2017, <<https://assets.kpmg.com/content/dam/kpmg/au/pdf/2014/rethinking-regulation-human-services-sector.pdf>>

Funding and financing

The funding and financing of the work of the community services industry is undergoing significant change in two important ways.

The first is the reform of the way that the industry's most significant funder — government — approaches investment and service provision into the future. This change includes the introduction of new market-based funding mechanisms such as the NDIS and the exploration of payment-by-outcomes contracting through Social Benefit Bonds. It also includes the growing role of government as steward of the community services market — that is, to actively interact with the market to ensure it is working as effectively as possible and producing the desired outcomes.

The second way change is occurring is through the exploration of a diversified funding base for the industry — for example, attraction of private capital, establishment of social enterprises, and expansion of fundraising and philanthropic engagement, including corporate philanthropy. This is an exciting and in some aspects a new landscape for the industry and its stakeholders to navigate. As a result, partnerships that draw on the strengths of government, the private sector and the industry have never been

more important if the industry and government are to achieve long-term sustainable changes in the way services are financed and delivered.

The industry and government will partner to:

- develop new models and ways of working together to support effective investment in community services
- explore opportunities for working with the private sector, social enterprises and other stakeholders to expand and diversify the industry's funding base.

A focus on funding and financing can help to:

- develop strong, productive networks involving government, the private sector and clients — for example, through joint financing
- strengthen the long-term viability and sustainability of community services
- develop and implement innovative services tailored to the needs of clients and communities.



Social enterprise helps young people prepare for world of work

Sunshine Coast graphic design company Urban Dog Tees and Apparel is one of the many social enterprises operating across Australia.

Social enterprises are businesses that trade in a commercial environment but have an intentional focus on addressing social problems.

Production Manager Paul Morton said Urban Dog Tees and Apparel was committed to providing employment opportunities for young people who have not had the best start in life.

“Our business focuses on young people transitioning from out-of-home care because these young men and women often don’t have the experiences or consistent home environments that support them to succeed in further education and the broader job market,” he said.

“Our aim is to support their development so they can build a future free from long-term unemployment and poverty.”

Jordan Robinson-Holt is one of the many young people who have worked at Urban Dog Tees and Apparel.

He said the experience was a special learning opportunity.

“It taught me how to work well with others and about getting myself out of bed in the morning to get to work and doing everything there correctly, so that when I left and got a job for myself, I was ready for it.”

“It would be good if more companies offered these kinds of opportunities for young people who leave care.”



Social infrastructure

Social infrastructure is essential for encouraging social inclusion, supporting diverse communities, building cohesion and promoting health and wellbeing. It provides people and communities with access to facilities, services, programs and events that improve their employment and learning opportunities — and on a broader level, vital facilities and services in areas such as health, housing and education.¹⁶

As well as supporting individual and community wellbeing, social infrastructure contributes to economic development — for example, through providing opportunities for local ownership of facilities, entrepreneurship and partnerships.¹⁷

The industry and government will partner to:

- explore opportunities to use and leverage social infrastructure to build community wellbeing
- identify opportunities in the Queensland Government's *State Infrastructure Plan* to expand, improve and diversify the provision of social infrastructure, including through the development of a strategy for social infrastructure.

A focus on social infrastructure can help to:

- build vibrant, resilient communities
- increase social and economic participation
- advance economic development.

Social infrastructure is made up of assets, services and relationships that build the social capacity of communities. Around the world there is growing understanding that when communities invest in social infrastructure, they are investing in their future.

Regional Australia Institute, viewed 22 June 2017, http://www.regionalaustralia.org.au/home/wp-content/uploads/2016/08/Social-Infrastructure_Action-Point-1.pdf



Strengthening community connections in Moranbah

Connecting people to services and to each other is the key aim of a fit-for-purpose youth and community centre planned for the mining town of Moranbah, about 200 kilometres south-west of Mackay.

Due to open in 2018, the centre is an \$8.2 million partnership project between BHP Billiton Mitsubishi Alliance (BMA) and the Queensland Government, which includes land, capital works, programming, and investment in service delivery.

BMA Connecting Communities Officer Kimberley Lehto-Head said the centre would be a collaboration of services and programs that provide information, referrals, support and activities for residents.

"We want it to be an inclusive space that fosters connectedness between residents, community-based organisations and local businesses, and increases the sustainability and liveability of our community," she said.

The centre is being designed to support the community's existing support services while being flexible and responsive to future needs.

It includes a focus on young people aged 12 to 25 years to address a gap in activities and programs for this age group in the town.

Community members were widely consulted in planning the centre, and a local management committee has been formed to oversee its establishment, with representatives from service providers, Moranbah State High School, Isaac Regional Council, Moranbah Traders Association and the Barada Barna Traditional Owners.



Implementation

Given the fast-changing nature of the community services industry and the social and economic contexts in which it operates, an agile approach is being taken to implementing the strategy.

Under this approach, the strategy will be implemented in stages via short-term action plans. These plans will outline specific actions to address priorities in each of the four focus areas. The initial plan outlines actions for 2017–18.

The intent is to focus on a realistic and defined set of actions for each plan. There may not be actions across all focus areas and priorities in each plan; however, over the course of the strategy’s timeframe, it is intended that a comprehensive range of activities be undertaken across all focus areas and priorities.

Some actions are likely to be substantial in size and scope and may require a longer period for implementation than the action plan timeframe. These actions will roll over to the next action plan. Other actions will be completed within the action plan timeframe.

Monitoring and reporting

A monitoring process, led by the Department of Communities, Child Safety and Disability Services in partnership with the industry, will ensure monitoring and reporting are undertaken against the intended aims, objectives and outcomes for all actions. Stakeholders and clients across the state will have opportunities to participate in monitoring the plans and impacts of actions.

The partners responsible for actions will be required to report progress to the department at regular intervals. At the end of each action plan, the department will prepare a report detailing all actions and outcomes achieved and make this available to the industry and government.

Industry members and departmental officers will continue to work together to co-develop and co-implement action plans under the strategy, and to monitor and report progress and outcomes.

Partnering to implement actions

A range of partners — including industry members, government departments and other stakeholders — will be involved in implementing actions in the plans.

Partners for each action will be clearly identified. Some partners may work on all activities related to an action, while others may only work on some.



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Partnering for the future: Advancing Queensland's community services industry 2017–25 was co-developed by the Queensland Government and the Community Services Partnership Forum, which included representatives of:

- Capricorn Community Development Association
 - Coalition of Community Boards
 - Community Services Industry Alliance
 - Council on the Ageing Queensland
 - Department of Communities, Child Safety and Disability Services (Queensland Government)
 - Department of Social Services (Commonwealth Government)
 - Ending Violence Against Women Queensland
 - Ethnic Communities Council of Queensland
 - Health and Community Services Workforce Council
 - Local Government Association of Queensland
 - Queensland Aboriginal and Torres Strait Islander Child Protection Peak
 - Queensland Aids Council
 - Queensland Council of Social Service
 - Queensland Families and Communities Association
 - Volunteering Queensland.
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