

STRATEGIES, ACTIONS AND PERFORMANCE INDICATORS

The following strategies, actions and performance indicators provide a basis for translating the principles of the *Disability Services Act 2006* into tangible and achievable results:

No.	Strategy	No.	Action	Performance Indicators	Timeframe	Responsible Member/s	Commentary	Link to DSQ Strategic Directions
1	Improve QPS services to meet the needs of people with a disability, their families and carers.	1.1	Ascertain how people with a disability, their families and carers engage with the QPS.	Opportunities for gathering information on how people with a disability, their families and carers engage with the QPS are identified.	July 2008	Director, Information Management Division Assistant Commissioner, Information & Communications Technology All Commands, Divisions & Regions	To improve services there is a need to better understand how and why people with a disability, their families and carers engage with the QPS. Currently, people with a disability are not categorised on the Crime Reporting Information System for Police (CRISP). Therefore crime statistics for this community cohort are not available. However, people with a disability, their families and carers are likely to engage with the QPS in a variety of ways other than as victim or offender. Identifying opportunities for determining how people with a disability, their families and carers engage with the QPS may enable the organisation to tailor services for this community cohort.	Strengthen access to generic services to PWD Improve accountability, performance reporting and quality Strengthen early intervention strategies (including specific strategies for children with a disability)
				Potential initiatives for gathering information are implemented.	July 2009			
				Trends concerning how people with a disability, their families and carers engage with the QPS are identified.	July 2010			
				Potential initiatives for enhancing service for people with a disability, their families and carers are identified.	July 2010			
		1.2	Participate in projects or programs that seek to improve outcomes for people with a disability who engage with the criminal justice	Opportunities to participate in projects or programs of potential interest are identified.	Ongoing	Director, Office of the Commissioner All Commands, Divisions & Regions	The QPS is committed to providing equitable services to people with a disability, their families and carers and ensuring their wellbeing and safeguarding their rights. The QPS will work in partnership with individuals and groups within the disability sector to enable the service to respond effectively to any concern for the safety of people with a disability and support continuous improvement in the quality of services they receive within the criminal	Strengthen across Govt linkages Strengthen access to generic services to

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			system.	The development of potential projects or programs of interest are supported where appropriate.	Ongoing		justice system.	PWD Strengthen early intervention strategies (including specific strategies for children with a disability)
		1.3	Ensure policies and procedures comply with the disability policy statement, disability related legislation and other disability related mandates where required.	Existing policies and procedures are amended where necessary.	Ongoing	Assistant Commissioner, Operations Support Command	It is a requirement, of the <i>Disability Service Plan Guidelines May 2006</i> (Disability Services Queensland, 2006) that a policy statement is developed as part of the Disability Service Plan. The Disability Service Plan will be driven by a clear policy statement for people with a disability, their families and carers. A policy statement has been developed which highlights the organisation's commitment to removing barriers for people with a disability, their family and carers and furthering the principles of the Disability Service Act 2006. The policy statement is contained within this document (refer p.4). In order to ensure that the policy statement is known by QPS members, clients and stakeholders, it will be displayed in relevant documentation and other mediums.	Improve accountability, performance reporting and quality
				New policies and procedures are developed in compliance where necessary.	Ongoing	Director, Human Resource Division	The QPS is subject to many legislative requirements and other mandates and has many policies and procedures which shape organisational services and practices. The QPS recognises that achieving equity for people with a disability, their families and carers may require the provision of specific services and practices. As existing policies and procedures are reviewed and new policies and procedures developed they will take into account the need to achieve equity for people with a disability, their families and carers.	Strengthen access to generic services to PWD

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		1.4	Conduct a workforce analysis with a focus on the employment of people with a disability.	Employment trends for people with a disability are identified.	July 2008	Director, Human Resource Division	As an employer, the Service has an obligation to the principles of equal opportunity and diversity management. This obligation applies to all employees, gives the organisation increased credibility and improves performance and service delivery. Recruitment is informed by the <i>Equal Opportunity in Public Employment Act 1992</i> . The QPS Equal Employment and Opportunity Policy and Equal Employment Opportunity Management Plan 2006-2008 assist supervisors and managers in fulfilling their managerial responsibilities under the legislation. The QPS Reasonable Adjustment Policy will assist the Service to comply with human resource management practices in the employment of people with disabilities. It also assists managers and supervisors to meet their responsibilities under the <i>Equal Opportunity in Public Employment Act 1992</i> , the <i>Queensland Anti Discrimination Act 1991</i> and the <i>Commonwealth Disability Discrimination Act 1992</i> . Using indicators such as recruitment processes, initial employment, current strength, gender, disability, job design, career progression and training and development to analyse employment trends may assist in identifying a opportunities for enhancing employment prospects for people with a disability.	Improve accountability, performance reporting and quality Strengthen individuals, families and carers
		Potential initiatives for enhancing employment opportunities are identified.		July 2008				
		Initiatives for enhancing employment opportunities are piloted.		July 2008				
		1.5	Establish a Disability Reference Group.	Reference Group members are identified.	July 2008	Director, Office of the Commissioner	The role of the Disability Reference Group will be to consider, provide advice and make recommendations on issues within the scope of the Disability Service Plan. Membership should include QPS members and external representatives.	Improve accountability, performance reporting and quality
		Terms of Reference are developed and agreed.		July 2008				
		Members service wide are informed of the Reference Group.		July 2008				
		1.6	Put into operation the Protocol for the Coordination of Investigations into Allegation of Abuse, Neglect and Exploitation of	The Protocol is incorporated within the OPM.	July 2008	Assistant Commissioner, Operations Support Command	The development of a protocol for the coordination of investigations into allegation of abuse, neglect and exploitation of people with a disability was decided by Cabinet on 30 May 2005 (Decision No. 5728). A cross agency working group, including the QPS, was established to develop the protocol. The purpose of the	Improve accountability, performance reporting and quality Strengthen

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			People with a Disability.	The appropriate members are provided training on the operation of the Protocol.	July 2008		protocol is to provide a mechanism for identifying the Government agency with lead responsibility for triggering an investigation into such allegations. The aim of the protocol is to ensure that any allegation of abuse, neglect and exploitation of a person with a disability is investigated appropriately and that immediate protective action is taken where necessary. The protocol was endorsed by Peter Beattie MP Premier of Queensland and became effective on 7 July 2006. In addition, Mr Beattie confirmed that the internal agency policies required to operationalise the protocol were to be progressed through the development of each agency's Disability Service Plan, to commence on 1 July 2007.	early intervention strategies (including specific strategies for children with a disability) Strengthen across Govt linkages
				Members service wide are informed of the Protocol.	July 2008			
		1.7	Support the principles of the Queensland Government Carer Recognition Policy and Carer Action Plan 2006-2010	The Policy and Action Plan is incorporated within policies and procedures where appropriate.	July 2008	Director, Human Resource Division	The Queensland Government is committed to working with communities to foster understanding of the carer role and generate more practical support for carers. In 2003 the Queensland Government launched the Queensland Government Carer Recognition Policy to declare the Government's commitment to recognising and supporting the role of carers in the community, in particular, to respect carers as individuals and as partners in care. The Queensland Government Carer Action Plan follows on from the recognition policy. It announces the practical steps the Government will take to implement the Carer Recognition Policy. It sets out how departments will work with carers as partners in care. <i>Carers are defined by the Queensland Government Carer Recognition Policy as: "...a person of any age, who without being paid, cares for another person who needs ongoing support because of a long-term medical condition, a mental illness, a disability, frailty or the need for palliative care. A carer may or may not be a family member and may or may not live with the person. Volunteers under the auspices of a voluntary organisation are not included.</i> Carers play a crucial and often unsung role in the lives of people with a disability. They make an immense contribution to the wellbeing of the people they look after.	Strengthen across Govt linkages Strengthen individuals, families and carers
				Members service wide are aware of the Policy and Action Plan.	July 2008			

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				Identify initiatives that enhance support for carers.	July 2008		<p>Recognising and supporting carers cannot be done in isolation from assisting the person for whom they are caring. There is a need to strike a balance between the carer and the person being cared for. Helping carers is one of the best ways of helping someone they are caring for.</p> <p>Although the QPS is not an agency responsible for the key initiatives set out in the Carer Action Plan it may be able to support the principles of the Policy and Plan by identifying opportunities for enhancing its policies, procedures and services that relate to carers within the QPS and the wider community.</p>	
2	<p>Improve access to information about QPS services for people with a disability, their families and carers.</p>	2.1	<p>Develop and implement a procedure for making information about services available in formats that satisfy the communication needs of people with a disability.</p>	<p>The procedure is developed and approved.</p>	July 2008	<p>Director, Administration Division</p>	<p>Providing Queenslanders with a disability with equitable access to information is an important priority for the state government. The right of people with a disability to access information is protected through the Queensland <i>Disability Services Act 1992</i>, part 3, section 9(2)(e), which states that people with a disability have the right to:</p> <ul style="list-style-type: none"> any necessary support, and access to information, to enable them to participate in decisions that affect their lives. <p>These rights are strengthened and articulated in other Queensland legislation such as the <i>Guardianship and Administration Act 2000</i> and the <i>Anti-discrimination Act 1991</i>.</p>	<p>Improve accountability, performance reporting and quality</p> <p>Strengthen access to generic services to PWD</p>
				<p>Members and disability related stakeholders are informed of the procedure.</p>	July 2008		<p>The QPS is also bound by the provisions of the <i>Freedom of Information Act (FOI Act)</i>. The Act supports the concept that the community should be kept informed of government operations in its dealings with the community. Members of the community have the right to apply for access to Service documents. Therefore the Service should provide necessary assistance to individuals requesting access to documents.</p> <p>The QPS is committed to making information about its services as widely accessible as possible, where appropriate and practicable. The QPS should therefore seek to enable ready access to information about its</p>	

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				Information relating to the procedure is made available/accessible on the internal and/or external websites.	July 2008		<p>services and activities in a format and at a time and location, of a person's choosing.</p> <p>Information needs to be delivered in many ways to suit the needs of people with a disability. The QPS should adopt an equitable but flexible approach to delivering this information. This approach should take into account those people who need the information and how they need it delivered. The outcome should be that people get the information they need in a manner that suits them.</p> <p>Developing procedures for making information on services available in formats that satisfy the needs of people with a disability supports this principle.</p>	
3	<p>Improve opportunities for people with a disability, their families and carers to participate in consultation regarding QPS services.</p>	3.1	<p>Enhance internal and external consultation processes to better enable people with a disability, their families and carers to participate in discussions and decisions relating to services.</p>	Evaluate existing consultation processes.	July 2008	All Commands, Divisions & Regions	<p>The QPS is committed to consulting the community about the type, quality and manner in which services are delivered. The QPS recognises that the consultation processes it uses must engage as many people as possible across the broad spectrum of Queensland communities. It is vital that all service consumers have equal opportunity and access to participate in consultation relating to services. Failure to provide that opportunity and access may result in inequity. Consultation should include internal representatives, Government and Non-Government organisations.</p>	<p>Improve accountability, performance reporting and quality</p> <p>Strengthen access to generic services to PWD</p> <p>Strengthen across Govt linkages</p>
				Potential initiatives for enhancing consultation processes are identified.	July 2008			
				Consultation processes are implemented.	July 2009			
		3.2	<p>Develop and implement a procedure for conducting inclusive and accessible events and meetings for people with a disability.</p>	The procedure is developed and approved.	July 2008	Director, Human Resource Division	<p>Events such as meetings, training workshops, conferences and award ceremonies are an important part of QPS services.</p> <p>Those responsible for organizing such events on behalf of the QPS should ensure they are accessible for people with disabilities - whether they are presenters or participants.</p> <p>Under both State and Federal law, making events</p>	<p>Improve accountability, performance reporting and quality</p> <p>Strengthen access to generic services to PWD</p>
	Members and disability related stakeholders are informed of the procedure.			July 2008				

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				Information relating to the procedure is made available/accessible on the internal and/or external websites.	July 2008		accessible for people with disabilities is a legal requirement. However, with approximately 834,000 people with disabilities in Queensland, providing access is also an essential consideration if the QPS is to engage appropriately with people with a disability.	
4	Improve access to information regarding grievance and complaint mechanisms for people with a disability, their families and carers.	4.1	Enhance procedures for lodging grievances and complaints for people with a disability.	Existing methods for accessing information about and procedures for lodging grievances and complaints are evaluated.	July 2008	Assistant Commissioner, Ethical Standards Command	Any organisation concerned with accountability requires a grievance and complaint mechanism that reports, processes, responds to, and aims to resolve dissatisfaction in an ethical, effective and efficient manner. Grievance and complaint mechanisms that are not responsive may include, for example, those that are available only in written format, those that are required to be submitted in writing only, those that require the aggrieved persons/complainants signature, and those that are investigated only if received in writing. Such mechanisms prevent many people, including people with a disability, from raising concerns about service delivery and therefore the opportunity for the organisation to address those issues. Therefore, the grievance or complaint procedure should maximise accessibility to persons with a disability, their family members, friends, advocates and other representatives. It should also promote and safeguard the rights of complainants and their representatives who lodge complaints. Grievance and complaint mechanisms should be made readily available in a range of modes and communication formats that satisfy the needs of people with a disability for example, orally and through interpreters or advocates. The grievance or complaint procedure should support Standard 7: Complaints and Disputes of the Queensland Disability Services Standards (2005). The Australian Standard for Complaints Management (AS:4269 - 1995) and International Standards for Complaints Management (ISO: 10002 – 2004) may be also be referenced in developing the grievance or complaint procedure.	Improve accountability, performance reporting and quality Strengthen access to generic services to PWD
				Potential initiatives for improving methods for accessing information about and procedures for lodging grievances and complaints are identified.	July 2008			
				Methods for accessing information about and procedures for lodging grievances and complaints are implemented.	July 2009			
				Members service wide and disability related clients, and stakeholders are informed of the methods and procedures for obtaining information about and lodging grievances and complaints.	July 2009			
				The management of complaints and grievances received that relate to disability issues is reviewed.	July 2010			

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5	QPS members are aware of the needs of people with a disability, their families and carers.	5.1	Develop and deliver appropriate disability related learning opportunities and resources.	The learning needs of members are analysed.	July 2008	Director, Human Resource Division	The learning opportunities and resources developed will aim to provide QPS members with knowledge of the Service's disability policy statement, Disability Service Plan and other relevant Government policies. It will examine disability in the context of QPS employment and services and seek to describe potential barriers and initiatives to eliminate those barriers for people with a disability, their families and carers. Training may be developed and delivered in partnership with other Government agencies where specific expertise is essential.	Improve accountability, performance reporting and quality
				Learning opportunities and resources are provided to members service wide.	July 2009			Strengthen access to generic services to PWD
				The provided learning opportunities and resources are evaluated.	July 2010			Strengthen early intervention strategies (including specific strategies for children with a disability) Strengthen across Govt linkages
6	Improve access to QPS buildings and facilities for people with a disability, their families and carers.	6.1	Ensure that buildings and facilities comply with disability related building standards.	Buildings and facilities are constructed in compliance with the Building Code of Australia and its provisions pertaining to disability at the time of construction.	Ongoing	Director, Administration Division	QPS buildings should satisfy acceptable standards for accommodation planning across a broad range of criteria, including for people with a disability. In particular, section 3.1.2 of the QPS Building Code (2000) - Design for Access and Mobility states: <i>'To ensure compliance with both state and federal legislation (and in keeping with the spirit of community-based policing), the Queensland Police Service has proactively addressed issues of real or potential discrimination (a) within the workplace and (b) when providing an interface with the public. For new or</i>	Strengthen access to generic services to PWD Strengthen individuals, families and carers Improve accountability, performance

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				Buildings and facilities are refurbished in compliance with the Building Code of Australia and its provisions pertaining to disability where required at the time of refurbishment.	Ongoing		<p><i>upgraded police facilities, this principally involves catering in a non-discriminatory manner for persons with disabilities e.g. varying degrees of vision or mobility impairment.'</i></p> <p>Recent judgements have established that the minimum requirements of the Building Code of Australia may be insufficient to ensure equal treatment of all persons in regard to provision of access, availability of amenities, and the like. Accordingly, planning of police facilities must pay reasonable attention to matters of equity and dignity for persons with disabilities e.g. by ensuring that the requirements of AS 1428 - Design for Access and Mobility are incorporated for such items as street access, car parking, layout, circulation, choice of hardware and provision of amenities.'</p> <p>Section 3.5.2.2 of the Human Resource Management Manual pertains to the Reasonable Adjustment Policy. Reasonable adjustment is the process by which employers take account of a person's disability and make appropriate adjustments to the work environment or the job to lessen the impact of the disability.</p> <p>To apply these responsibilities the QPS:</p> <p>(i) examines the organisation's environmental barriers which prevent the employment, limit the performance or curtail the advancement of a person with a disability, and then</p> <p>(ii) modifies or adjusts the workplace to fit the particular needs of the person with a disability unless it would cause unjustifiable hardship to do so.</p> <p>Adjustments can include physical access to the workplace and workplace design.</p> <p>The provision of reasonable adjustment may be necessary for potential, new and existing members and members who return to work after sustaining a temporary or permanent disability.</p> <p>In respect of Government employee housing, the</p>	reporting and quality
			Refurbishments to buildings, complying with the disability provisions of the Building Code of Australia, are programmed within the Capital Works Plan.	Ongoing				
			Leased facilities comply with the Building Code of Australia and its provisions pertaining to disability where required.	Ongoing				

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				Government employee housing is modified, acquired or retained to accommodate disability needs in accordance with the relevant provisions of the Queensland Government, Government Employee Housing Scheme.	Ongoing		<p>following provisions of the Queensland Government, Government Employee Housing Scheme relate to disabilities.</p> <p>Section 2 (11) states:</p> <p>'Special consideration will be given to employees whose particular housing needs preclude them from accessing private rental market housing; eg, where a member of the family has a disability. Where modifications to a house are required, costs will be assessed and apportioned on a case-by-case basis between the employee's department and the participating department that owns the house.'</p> <p>Section 3 (8) of the, states:</p> <p>'Housing that falls outside the housing concept parameters may be acquired or retained 'to provide special facilities for employees or dependents with physical disabilities or special needs.'</p> <p>Section 9 continues to state that :</p> <p>'These situations are to be addressed on a case-by-case basis. Generally, departments will be responsible for any additional costs associated with providing these extraordinary facilities for their employees.</p> <p>(http://www.build.qld.gov.au/aps/aps04.asp#geh)</p>	
		6.2	Enhance systems for monitoring complaints and grievances regarding physical access to buildings for people with a disability.	Current systems for monitoring and recording complaints and grievances are evaluated.	July 2008	Director, Administration Division		Improve accountability, performance reporting and quality
				Potential initiatives for improving systems for monitoring and recording complaints and grievances are identified.	July 2008			

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				Initiatives for improving systems for monitoring and recording complaints and grievances are implemented.	July 2009			
				Complaints and grievances are reported and resolved in compliance with standards, policies and procedures.	Ongoing			