

Governance and management

Governance framework

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*, which are embedded in our corporate governance framework and guide our decision making. Our governance arrangements, including organisational structure and delegations, position us to respond to future challenges through integrated responses around strategy, customer and stakeholder engagement. They also help to ensure we deliver improved outcomes for Queenslanders in prioritising innovation in how we invest and commission services.

Clear lines of accountability, defined roles and reporting relationships, robust management standards, and internal and external accountability measures contribute to a strong control environment and a culture of effective risk management.

The Financial Delegations Framework contains clearly articulated, position-based financial delegations, travel delegations, and approval authorities for positions. Human resources delegations address all aspects of human resources activities, and statutory delegations provide the Director-General with the means to delegate statutory powers or functions to other positions.

Governance committee structure

Our governance committees provided stewardship of the agency's strategic direction and performance, and helped ensure compliance with statutory obligations, probity and propriety, regulatory requirements, and standards relating to access, equity, inclusion, diversity and cultural capability. Departmental governance committees were:

- Leadership Board
- Executive Leadership Team
- Audit and Risk Committee
- Fraud and Corruption Control Committee – joint with DCSYW
- Information and Innovation Committee – joint with DCSYW
- First Nations Council – joint with DCSYW.

The Financial Services team supported our governance framework in relation to financial management issues and opportunities for improving financial practices. The Financial Services team also had responsibilities for internal controls, governance and risk, procurement, property services, and service delivery matters.

Executive management

The Leadership Board was the department's key strategic governing body and met monthly. It focussed on: the department's overall direction and alignment to strategy; building and maintaining the department's strategic partnerships; performance (financial and non-financial); infrastructure; innovation; and responses to emerging issues. Further information is provided in the boards and committees section of this report.

Leadership Board members as at 12 November 2020 are listed below:

Chair: Robert Gee, Director-General (Chair), *APM*

Robert (Bob) Gee APM was appointed as Director-General for the Department of Youth Justice in May 2019. Prior to this, Bob was the Deputy Police Commissioner, Regional Operations in the Queensland Police Service (QPS). Bob was also the State Disaster Coordinator, a board member of the Queensland Reconstruction Authority, and the QPS Indigenous Champion prior to taking up this role. Bob has worked in central agencies, as a university lecturer, as a consultant across a broad range of industries, been a CIO and was a Commissioned Officer of police for over 20 years.

Bob has a Masters degree in Public Administration, GAICD, and was a recipient of the Harvard Club of Australia Sir James Wolfensohn Scholarship in 2013. Bob has a deep commitment to staff, building stakeholder relationships, community safety, prevention and providing pathways for people across the breadth of the State to come together to improve quality of life and resilience, particularly for those who are most vulnerable in Queensland's diverse local communities. He values research being used pragmatically to improve social and economic policy and practice.

Phillip Brooks, Deputy Director-General

Phillip was appointed as the Deputy Director-General of the Department of Youth Justice in September 2019. Phillip has worked within the Police Service, Child Safety and Youth Justice portfolios in Queensland, including a range of senior roles. Prior to this role he was Commissioner of the Queensland Family and Child Commission and Regional Director, North Queensland (Child Safety and Community Services). He was recently appointed as an inaugural Board member of the Child Death Review Board under the *Family and Child Commission Act 2014*.

Darren Hegarty, Senior Executive Director, Youth Detention and Operations

Darren commenced in the position of Senior Executive Director in Youth Justice Services in DCSYW in September 2018 and was appointed to the role in May 2020. Darren has led a number of positive and significant reforms for children and young people in both the youth justice and child safety systems. This has included the Youth Justice Strategy and Action Plans; Out of Home Care Reinvestment program, including Queensland's first Mental Health Recovery Residential; improved service delivery frameworks within Child Safety; targeted outcomes for Aboriginal and Torres Strait Islander families; stronger engagement with community Elder groups and Aboriginal and Torres Strait Islander service providers; and the re-focused investment in Intensive Family Support for children and young people. Darren has a Bachelor of Social Work from James Cook University and has extensive experience in providing innovative approaches to solving complex problems within the human services sector.

Dr Lisa Pollard, Senior Executive Director, Strategy and Performance

Lisa was appointed to the role of Senior Executive Director Strategy and Performance in February 2020 to focus on strategic change in the Youth Justice system including supporting families, intervening early and community safety. She is experienced in strategic and operational leadership in central government and regional areas and working with diverse groups including Aboriginal and Torres Strait Islander peoples. Lisa has also led strategic policy change and improved cross government coordination in the fields of infrastructure, and social and regional planning and development. Lisa has worked in government, industry and non-government organisations and has a PhD in Social Impact Assessment in Australia.

Sandra Moore, Senior Executive Director, Regional Services, *BSc, GradDipMgt, MBA, GAICD, FIML*

Sandra was appointed as the Regional Executive Director, Department of Communities, Child Safety and Disability Services, North Queensland Region in January 2015 and transitioned to the Department of Child Safety, Youth and Woman in 2018; and subsequently to the Department of Youth Justice as the Senior Executive Director, Regional Services in 2019. In previous years, Sandra held several Executive and Senior Leadership roles within the non-government sector and private enterprise, which have included Chief Operating Officer for the Central and North West Queensland Medicare Local and Regional Manager for the Cancer Council Queensland. Sandra

has completed her accreditation with the Australian Institute of Company Directors and has served on a number of internal and external Executive Committees and Boards throughout her career.

Genevieve Gilles-Day, Chief Human Resources Officer, People and Culture

Genevieve commenced in the role of Chief Human Resources Officer in May 2019. She is an experienced human resource professional with more than 25 years' experience in a range of roles in both state and federal government. Over her career in the Queensland Government, Genevieve has experience in the portfolios of youth justice, child safety, communities, disability services, local government and the Department of the Premier and Cabinet. Genevieve has extensive experience as a HR professional across the full spectrum of HR and the employment lifecycle. She is strongly committed to providing expert HR support to ensure the department is best placed to make a positive difference to the communities of Queensland. She has a Graduate Certificate in Business.

Darceina Brocket, CPA, Chief Finance Officer, Financial Services and Governance, Procurement and Property Services

Darceina was temporarily appointed to the role of Chief Finance Officer in October 2019 to provide high level corporate services, including financial management, risk management, procurement, property services and governance. Before joining the department, Darceina was the Manager of Finance with Trade and Investment Queensland for five years and was involved in establishing this statutory authority in 2014. Darceina has worked in both the non-government and government sectors including Legal Aid Queensland, the Administrative Appeals Tribunal and private construction and consultancy firms.

Darrin Bond, Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery, Department of Child Safety, Youth and Women (shared service), *BSc (IT/Mathematics)*

Darrin was appointed the Chief Information Officer for the former Department of Communities, Child Safety and Disability Services in 2012; and was appointed to the role of Assistant Director-General and Chief Information Officer of the Department of Child Safety, Youth and Women in late-2017, taking the role of CIO for not only DCSYW but also the Department of Youth Justice and the Department of Communities, Disability Services and Seniors. Darrin has more than 33 years' experience working in Government and Executive management roles and the Information and Communication Technology industry. Darrin has overseen the delivery of a number of strategic and innovative initiatives including: moving services to the cloud; automation of ICT service delivery; integrating data across government agencies to assist in the search for missing children, with the implementation of the Our Child solution; and digitising services across the child protection system to staff, partners, foster carers and vulnerable children by delivering solutions such as kicbox, Carer Connect and CS Xpress. Darrin oversaw the delivery the Detailed Business Case for the replacement of the Integrated Client Management System and the commencement of the Unify Program Stage 1 in July 2019.