Governance

# Management and structure

## Governance framework

An effective and efficient governance framework provides the best possible mechanisms for making decisions that are accountable, transparent and responsive to ensure delivery of the strategic intent of the department.

The department’s governance structure is based on four key governance tiers:

* executive governance
* leadership and performance governance
* corporate governance
* customer and stakeholder voices.

Our **executive governance** committees provide stewardship of the agency’s strategic direction and performance, and assurance of conformance with statutory obligations, probity and propriety, regulatory compliance and access, equity, inclusion, diversity and cultural capability. Our executive governance committees are as follows.

* Executive Leadership Committee
* Executive Management Board
* Audit and Risk Committee.

The Executive Management Board incorporates the role of the former Finance and Budget Committee and the People, Safety and Culture Committee as part of its agenda.

Our **leadership and performance governance** committees are:

* First Nations Council
* Child, Youth and Family Strategy and Performance Committee.

Our **corporate governance** committees provide oversight of financial management, conduct, fraud prevention and information management. Our corporate governance committees are:

* Information Steering Committee.
* Fraud and Corruption Control Committee.

Refer to Appendix 2 for further information regarding these governance boards and committees.

Our **customer and stakeholder voices** committees inform vision and strategy, design and implementation, monitoring and review, and access, equity, inclusion, diversity and cultural capability. Our department regularly engages with our customer and stakeholders through peak bodies and formal and informal forums, including:

* Multicultural Queensland Advisory Council
* Truth Healing and Reconciliation Taskforce
* Queensland First Children and Families Board.

Refer to Appendix 1 for further information regarding these government bodies.

## Executive management

The **Executive Leadership Committee** is the key strategic governing body for the department. The Executive Leadership Committee maintains a sharp focus on the department’s strategic activities, performance and partnerships and responding to both emerging issues and government direction.

The Executive Leadership Committee focuses on the department’s overall alignment to the department’s strategic performance (financial and non-financial), management of resources and consideration of emerging issues.

The role of Executive Leadership Members is to promote a collegiate culture, encourage robust discussion and exemplify the values of the public sector and the department’s commitment to growing cultural capability.

A biography for each of the Executive Leadership Committee members is provided below.

### Deidre Mulkerin, Director-General (Chair), Bachelor in Social Work, Graduate Certificate in Management

Deidre has a significant range of experience in the child protection and juvenile justice sectors, beginning with her earlier career in frontline roles, including managing regional human service delivery.

Since 2004, Deidre has held numerous executive roles responsible for statutory child protection, juvenile justice, housing, homelessness and domestic and family violence, both in Queensland and New South Wales agencies. Through these roles, Deidre was responsible for ensuring decisions about how services are delivered, monitored and improved were driven by client outcomes and the use of robust evidence and data.

Deidre has provided evidence at several Commissions of Inquiry, including the Royal Commission into Institutional Responses to Child Sexual Abuse. In addition, Deidre’s strength in policy development and delivery implementation has included initiatives related to reducing youth homelessness and domestic and family violence.

As Director-General, Deidre is a champion for Aboriginal and Torres Strait Islander self- determination, focused on initiatives to reduce Aboriginal and Torres Strait Islander overrepresentation in the child protection and youth justice systems.

### Kate Connors, Deputy Director-General, Strategy, BA, LLB (Hons)

Kate has more than 20 years’ experience working in human services policy and law reform for the New South Wales (NSW), Commonwealth and Queensland Governments. Prior to joining the department, Kate held senior roles at the Queensland Department of Housing and Public Works and the NSW Department of Justice, including Acting Deputy Secretary of the Strategy and Policy Division.

Kate has extensive experience in policy development, including delivering the interim report of the Royal Commission into Institutional Responses to Child Sexual Abuse, and has led significant programs of work on domestic violence reoffending, criminal justice reform, crime prevention and redress.

### Rob Seiler, Deputy Director-General and Chief Operating Officer (Child and Family Specialist), Service Delivery, BA (Humanities), GradDip Education

Rob has held various senior executive roles in Government and Statutory Authorities in Queensland. Rob began his career as an educator and served as a principal at many schools throughout the state, ranging from small rural communities to large metropolitan settings.

This is Rob’s fourth year with the department and during this time he has worked closely with regions, peak bodies and key partner agencies to improve child protection service delivery across all of government. Rob has a passion for supporting children, young people and families, and in particular, a commitment to supporting Aboriginal and Torres Strait Islander peoples.

Rob was awarded a Public Service Medal / Australia Day Achievement Award in 2013 for outstanding client service.

### Phillip Brooks, Deputy Director-General and Chief Operating Officer (Youth Justice Specialist), Service Delivery, EMPA

Phillip Brooks was formerly Commissioner at the Queensland Family and Child Commission.

Phillip is a descendant of the Bidjara Tribe (Great Grandfather), the Kairi Tribe (Great Grandmother), and the Ducabrook Clan located at Springsure Central Queensland.

Phillip has had a distinguished career in the child, youth and family support portfolio in Queensland across a range of roles, including as Officer in Charge Queensland Police Service; Manager of Child Safety and Youth Justice Service Centres; Director Government Coordination; Executive Director Strategy; and Regional Director Child Family and Community Services North Queensland.

Phillip completed the Executive Master of Public Administration with the Australia and New Zealand School of Government in 2020.

### Dr Meegan Crawford, Chief Practitioner, Child and Family Services, BSW, PhD SW

Meegan commenced as the Chief Practitioner on 28 September 2020 and has a 30-year career spanning direct practice, academia, research, policy and training roles. Meegan was previously Executive Director, Child and Family Operations.

As the Chief Practitioner, Meegan provides leadership to the Child Safety complaints, training, and child death and serious injury reviews teams; specialist services for children with a disability; and the teams responsible for practice development, complex case consultation, operational policy, procedures, partnerships and programs.

### Arthur O’Brien, Deputy Director-General and Chief Information Officer, Corporate Services, FCPA FIPA, MBus (Professional Accounting), BBus (HRM)

Arthur has more than 20 years’ experience in senior management roles. Arthur has held a variety of senior executive positions across a number of Queensland Government agencies with experience in strategic management, planning, policy, risk management, finance and business continuity, as well as leading a number of major change projects for the Queensland Government.

Arthur oversees the delivery of human resources, finance, legal, property, communications, media, procurement and information services to all areas of the department. Arthur is also the executive responsible for coordination of the National Redress Scheme for the Queensland government.

In 2019, Arthur was recognised as the National Winner of the Institute of Public Accountant’s Member of the Year.

### Darrin Bond, Assistant Director-General, Children and Youth Justice Systems Reform - Unify, BSc (IT/Mathematics)

Darrin has more than 34 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 the commencement of the multi-year Unify Program - a major strategic government initiative to replace the state-wide client and case management system for child safety and youth justice, enabling the best outcomes for vulnerable children, young people and their families. Darrin oversaw the automation of the ICT service delivery; the moving of services to the cloud; and was responsible for the delivery of a number of other strategic initiatives such as the Our Child solution (that integrated data across government agencies to assist in the search for missing children), Kicbox, Carer Connect and CS Xpress.

Prior to his current position Darrin was the Chief Information Officer for over 10 years, providing information services for up to four Human Services agencies; and was previously the Chief Information Officer for Queensland Treasury.

### Darren Hegarty, Assistant Chief Operating Officer, Youth Justice Statewide Services, Operations and Commissioning, BSW

Darren has led a number of positive and significant reforms for children and young people in both the youth justice and child protection 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 extensive experience in providing innovative approaches to solving complex problems within the human services sector.

### Danny Short, Chief Finance Officer, Finance, Property and Procurement Services, FCPA BCom

Danny has 30 years’ experience in accounting, governance and financial management across a broad range of Queensland Government organisations. In the past 16 years at a senior management level, he has been responsible for corporate and strategic governance, financial performance, budget management and strategy together with risk management, business services and procurement.

Danny provides expert advice and support to the department in relation to financial and resource management, budget strategy, statutory financial reporting and policy, and governance. Danny works collaboratively with colleagues from across government including Queensland Treasury, Department of the Premier and Cabinet and the Queensland Audit Office.

### Shannan Quain, Chief Human Resources Officer and Senior Executive Director, People and Culture, B App Sci, Grad Cert Bis, Dip Business, Dip Training and Assessment

Shannan has led People and Culture across multiple versions of the department to be more focussed on human centred design and the employee experience.

Shannan is currently the Chair of the Strategic Workforce Council for the Queensland Public Service and leads strategic discussions to improve human resource practices across the sector.

Shannan has led the negotiations and implementation of a new standalone Enterprise Agreement, new thinking for organisational design and strategic workforce planning, improvements to our leadership and staff development along with a focus on providing strong HR services to regional delivery teams. With a focus on safety, wellbeing, employee experience and leadership, Shannan led the cultural change support during COVID-19 and was instrumental in employee engagement and wellbeing. Shannan is a respected leader in the human resources industry, often providing keynote speeches to national and international conferences on topics such as human centred design for employee experience, people strategy and leadership development.

## Public service values and ethics

The department has embedded the Queensland public sector values (customers first, ideas into action, unleash potential, be courageous and empower people) into the way we do business. We pursue a positive organisational culture that fosters a high performing, impartial and productive workforce to actively support Queensland’s most vulnerable people.

We are committed to the highest level of ethical conduct and promote a culture that operates within Queensland’s integrity framework. Public sector values and ethics are reflected in our departmental policies, procedures and plans, and the department also regularly provides ethical decision-making and records training. During 2020-21, a total of 4,773 staff completed the department's ethics related training.

The department’s Professional Standards unit has a purpose of responding to and mitigating employee corrupt conduct and misconduct experienced particularly by those most vulnerable in the child protection and youth justice systems. The department ensures any allegation of wrongdoing is taken seriously and thoroughly managed. Allegations of corrupt conduct or serious misconduct are referred to the Professional Standards unit for assessment and proper management, as well as referral to the relevant external integrity bodies. A matter is assessed with consideration given to the definition of corrupt conduct outlined in section 15 of the *Crime and Corruption Act 2001*, the definition of misconduct in section 187(4) of the *Public Service Act 2008* (PS Act) and the *Public Interest Disclosure Act 2010*. During 2020-21 the department finalised 60 corrupt conduct matters. Under Section 88N of the PS Act, the Public Service Commission (PSC) is required to publish information annually about the number, types, and management of work performance matters for each agency. This can be found at <https://www.forgov.qld.gov.au/conduct-and-performance-data>.

## Human Rights

The *Human Rights Act 2019* became operational on 1 January 2020. The main objectives of

*Human Rights Act 2019* are to:

* protect, respect and promote human rights for all Queenslanders, particularly vulnerable community members
* help build a culture in the Queensland public sector that respects and promotes human rights
* establish mechanisms for human rights complaints to be heard by the Queensland Human Rights Commission
* help promote a dialogue about the nature, meaning and scope of human rights.

The department has continued to build on the progress from 2019-20 to implement the human rights legislation into everyday service delivery and ensure that human rights considerations are embedded into the culture of our organisation. The department is focused on continual improvement mechanisms relating to staff training, internal and external communications and complaint mechanisms across all organisational units to ensure that we are promoting and embedding human rights for children, young people and their families.

### Human Rights during COVID-19

During the pandemic, there has been a focus on ensuring the impact on frontline service delivery is minimised whilst ensuring the safety of children, young people, families and our staff is maintained. Our frontline staff continue to utilise the decision-making framework that was designed in 2020 to assist in decision-making that is compatible with human rights considerations regarding family contact and other relevant service provision.

The pandemic has not had a significant impact on the embedding of human rights into the processes of the department – training and communication activities on human rights have continued through online methods.

### Furthering the objects of the Human Rights Act

The following activities were undertaken to support the *Human Rights Act 2019* and its objects:

* Released and implemented a *First Attempt at Resolution Practice Guide*, a resource for frontline service centre staff to support them in managing early resolution of complaints. This includes content on considering human rights in decision making.
* Automatically enrolled all staff including senior leaders in the *Public entities and the Queensland Human Rights Act 2019* and *Complaints: Managing expressions of dissatisfaction* training modules.
* Launched the *Complaints: Managing expressions of dissatisfaction* course on 23 December 2020 with this mandatory training made available to all departmental staff:
  + During the reporting period, 2633 staff completed this training. This equates to 65 per cent of all departmental staff having completed this training.
  + This online course is specific to Child Safety complaints and addresses human rights perspectives within the scope of Child Safety’s work including in complaints management.
* Worked with our partners to update training for foster carers through their ‘Triple R’ (roles, rights and responsibilities) program to incorporate human rights. Carer training is a joint responsibility of the department and funded Foster and Kinship Care agencies. We have updated some content for pre-service training, including content on *Human Rights Act 2019* and its application to carers. This will be finalised in the near future.
* Updated the *Statement of Commitment* between the department and the foster and kinship carers of Queensland to include reference to the *Human Rights Act 2019*.
* Worked with the Queensland Ombudsman to deliver complaint management training to more than 210 staff in the department both centrally and regionally and also key staff from each Child Safety Service Centre. The training included how to manage and report on human rights complaints.
* Developed and implemented a communication strategy for human rights. It includes social media promotion across the department’s Twitter and LinkedIn accounts, which are predominantly sector focused. This included:
  + a Director-General message to foster carers providing a link to information
  + a Director-General message to parents providing a link to information
  + a Director-General message to the sector with a link to information
  + a brochure outlining the process to make a complaint about human rights targeted at general clients and young people in residential care
  + a new poster for display in Child Safety Service Centres on making a complaint about human rights. The poster for young people has been posted to the departmental website
  + a review of the departmental brochure on making a complaint to include the process for making a human rights complaint. This brochure has been posted to the department website
  + new content on the departmental complaints’ webpage on human rights with a direct link to the Queensland Human Rights Commission
  + a message on Kicbox, a mobile telephone app for children and young people in out of home care to access information
  + human rights content posted to the department’s Twitter account
  + features published on the department’s internal intranet, as well as the department’s website
  + features also published on the Queensland Government community support franchise and Supporting Families Changing Futures website.

### Human Rights complaints

Consistent with section 63 of the *Financial Accountability Act 2009* and section 97 of the *Human Rights Act 2019*, for 1 July 2020 to 30 June 2021, a total of 124 human rights complaints were received, comprised of 124 allegations. This excludes Youth Justice data prior to 12 November 2020, which has been reported in the [Department of Youth Justice Final Report 1 July – 12](https://www.cyjma.qld.gov.au/resources/dcsyw/about-us/publications/coporate/annual-report/annual-report-20-21.pdf) [November 2020](https://www.cyjma.qld.gov.au/resources/dcsyw/about-us/publications/coporate/annual-report/annual-report-20-21.pdf).

Of the 124 allegations:

* 3 related to s15. Recognition and equality before the law
* 7 related to s17. Protection from torture and cruel, inhuman or degrading treatment
* 1 related to s.19 Freedom of movement
* 1 related to s.21 Freedom of expression
* 1 related to s.23 Taking part in public life
* 9 related to s.25 Privacy and reputation
* 68 related to s.26 Protection of families and children
* 1 related to s.27 Cultural rights - generally
* 7 related to s.28 Cultural rights - Aboriginal peoples and Torres Strait Islander peoples
* 1 related to s.31 Fair hearing
* 9 related to s.36 Right to education
* 16 related to s.37 Right to health services Outcomes are as follows:
* 99 of the 124 allegations have been closed
* 25 are still active.

Of the closed allegations:

* 38 did not involve a limitation of rights
* 41 involved limitations that were considered to be justifiable and reasonable
* 9 were substantiated and appropriate action has been taken
* the remaining were withdrawn (3), referred (3), unable to determine (3) and out of scope (2).

No complaints were referred to the Queensland Human Rights Commission.

# Risk management and accountability

## Risk management

The *Financial Accountability Act 2009* requires the accountable officer to establish and maintain appropriate systems of internal control and risk management. The new governance arrangements ensure risks are considered at all levels of the department, with the Audit and Risk Committee providing oversight of the effective performance of the department’s risk management framework.

The framework, based on the revised international standard *ISO 31000:2018 Risk management guideline*, outlines a consistent method of managing risk across the organisation. The risk management program has been designed to ensure the risks facing the department are identified and managed, in an effective, structured and coordinated way. Mitigation plans and a robust control environment ensure risk management is a contributory factor in the successful achievement of our objectives.

The department’s strategic risks have been revised in-line with the updated strategic plan. The department manages its financial risks and liabilities by reviewing financial performance through our governance framework. The Audit and Risk Committee, supported by the Fraud and Corruption Control Committee, provides risk guidance.

## Audit and Risk Committee and internal audit

The department’s Audit and Risk Committee, with responsibility for overseeing the performance of the internal audit function, meets quarterly and is chaired by an external member.

The appointed Head of Internal Audit, Mr Ian Rushworth, satisfies the requirements of a Head of Internal Audit under the *Financial Accountability Act 2009* and the *Financial Accountability Regulation 2019* Section 5 as a Professional Member, Institute of Internal Auditors – Australia (PMIIA) and a Certified Internal Auditor (CIA).

The internal audit function is undertaken in accordance with a strategic internal audit plan approved by the Director-General. The Internal Audit Charter is consistent with relevant legislation, better practice guides and international internal auditing standards. Internal audit’s assurance activities complement departmental monitoring practices and oversight from external regulators and central agencies.

In 2020-21 the following internal audit reviews were completed:

* Information Security Management System
* CarePay
* Procure to Invest (P2i) system data migration
* IIR Procurement
* COVID-19 response
* Unify Program Governance
* Departmental Performance
* Our Child IT General Controls
* Unify Program Restorative Justice Data Migration
* Legislative Compliance
* Financial Controls Continuous Monitoring
* Health, Safety and Wellbeing of Staff
* Youth Justice Supervision Framework
* Youth Justice Project Management Office

Internal Audit also provided advice on several emerging risk issues during the course of the year.

## External scrutiny

The department is subject to a number of external review bodies, including Queensland Audit Office (QAO), State Coroner, Crime and Corruption Commission and Queensland Ombudsman. Significant 2020-21 audits and reviews that relate to the department are outlined below.

### Queensland Audit Office reports tabled in the Queensland Parliament

The QAO is the independent auditor of the Queensland public sector. They conduct financial audits and performance audits to provide public confidence in the reliability of public sector entity financial statements and operating performance.

The following reports are applicable to the department:

|  |  |
| --- | --- |
| **Report** | **Summary** |
| *Family support and child protection system (Report 1:*  *2020-21)* | This audit assessed how effectively Queensland public sector entities work together for the safety and wellbeing of Queensland children. QAO audited six public sector entities responsible for delivering family support and child protection services to determine whether:   * Queensland’s family support and child protection system is managed to ensure efficient and effective coordination across agencies * Queensland government agencies share responsibility for the continuous improvement of the family support and child protection system.   The audit report highlighted the child protection system continues to be under significant demand pressure. It identified high demand growth and an increase in the number of families with multiple complex needs as the principle sources of pressure on the system.  A number of recommendations were made which have been accepted by the department and are being progressed. |
| *Delivering successful technology projects (Report 7: 2020-21)* | In this audit, the QAO identified from their audit work across the state and other research, five areas that can improve the success of projects. The report included case studies and insights to help improve the success rates of technology projects across Queensland Government.  The department has reviewed the lessons and actions from this report and considered current practice, strengthening processes where appropriate. |

For a complete list of reports tabled by the QAO visit: [https://www.qao.qld.gov.au/reports-](https://www.qao.qld.gov.au/reports-resources/reports-parliament) [resources/reports-parliament](https://www.qao.qld.gov.au/reports-resources/reports-parliament).

### Coroners Court of Queensland

Under the *Coroners Act 2003*, coroners are responsible for investigating reportable deaths that occur in Queensland. On occasion, the Coroner may decide to hold an inquest and make recommendations to prevent similar deaths. The department’s Legal Services and Redress branch directly manages the department’s response where the Coroner is interested in actions of the department. Implementation of coronial recommendations is affected through the Office of the Chief Practitioner, Child and Family Services.

For a complete list of reports tabled by the Coroners Court of Queensland visit: <https://www.courts.qld.gov.au/about/publications>.

### Crime and Corruption Commission

The Crime and Corruption Commission (CCC) aims to reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*.

|  |  |
| --- | --- |
| **Report** | **Summary** |
| *Assessing allegations of corrupt conduct: Recordkeeping under section 40A (Summary audit report published September 2020)* | The then Department of Child Safety, Youth and Women was included in the CCC audit of seven public sector agencies, which examined policies, processes, and records of assessment decisions to:   * assess capacity to effectively capture and complete accurate records of assessment decisions relating to complaints about corrupt conduct * correctly form conclusions that the allegations did not raise a reasonable suspicion of corrupt conduct, thereby not meeting the threshold for the complaints to be notified to the CCC.   The CCC advised there were no significant issues identified in the department. The department will ensure its policy and procedure are reviewed every two years, or when amendments have been made to the Crime and Corruption Act 2001, so they remain accurate; and communicate the updated policy and procedure to assessing officers and decision-makers. |

For a complete list of reports tabled by the CCC visit: <https://www.ccc.qld.gov.au/publications>.

### Queensland Family and Child Commission

The Queensland Family and Child Commission (QFCC) works collaboratively to influence change so Queensland is a safe place where children, young people and their families thrive in supportive communities. It keeps a check on the system through reviews, research and by listening to children, families and communities.

### Office of the Public Guardian

The Office of the Public Guardian (OPG) provides a visiting program to protect the rights and interests of children and young people in care and at visitable sites, including youth detention centres. This is complemented by the Public Guardian’s child advocate program.

Both of these services aim to help children and young people to resolve issues and disputes, make complaints, and provide support for them in court proceedings and other processes where decisions are to be made in relation to their care. The are no reports applicable to the department. For a complete list of reports tabled by the OPG visit: [https://www.publicguardian.qld.gov.au/about-](https://www.publicguardian.qld.gov.au/about-us/publications) [us/publications](https://www.publicguardian.qld.gov.au/about-us/publications)

## Child death reviews

Queensland has a two-tiered review system for reviewing involvement with children and young people known to the department who have died.

### Internal

The department undertakes systems and practice reviews of its involvement following the serious physical injury or death of a child who is known to the department in the year prior to their injury or death or at the request of the Minister.

Systems and practice reviews are conducted in accordance with Chapter 7A of the *Child Protection Act 1999* and focus on facilitating ongoing learning and improvement in the provision of services and promoting the accountability of the department.

### External

From 1 July 2020 an independent and external Child Death Review Board hosted by the QFCC commenced.

## Information systems and recordkeeping

As a Queensland Government agency, we meet the accountability requirements of the *Public Records Act 2002*, as well as other whole-of-government policies and standards, including the Records Governance Policy. During 2020-21, the department demonstrated its commitment to compliant recordkeeping practices by:

* ensuring the life-cycle management of departmental public records was undertaken in accordance with legislative requirements.
* monitoring recordkeeping systems to ensure quality and integrity or records, system compliance and auditability providing timely and effective statewide recordkeeping awareness and process support ensuring relevant records management and awareness training content is available to all staff as part of induction and refresher programs.

The continued benefit of integration of iDOCS with solutions such as ICMS and OneSchool has been demonstrated through improved reporting and records management. Since the release of iDOCS in 2018, 8.2 million documents have been created with an average growth of 345,000 new documents per month. The iDOCS platform has assisted service delivery by providing a tool that has improved the capability for creating, searching, accessing, distributing and saving electronic records/information. The platform has also reduced the administrative workload on Departmental staff by providing more effective access to the documentary information needed to support informed decision-making. The efficiency in creating, accessing and distribution of electronic records/information has been one of the factors that has allowed staff to continue delivering services during the COVID 19 pandemic.

## Information Security attestation

During the mandatory annual Information Security reporting process, the Director-General attested to the appropriateness of the information security risk management within the department to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Department’s information

security risk position. Our Director-General is required to provide this attestation by 30 September each year.

# Human resources

### Our objectives

* Value, support and improve the safety, wellbeing and capability of our staff.

### Our strategy

* We invest in the development and capability of our staff, ensuring that their safety, health and wellbeing is our core priority, focusing on the attraction and retention of a skilled and dedicated workforce.
* We listen to our staff, address their concerns and offer flexible and supportive workplaces.
* We create and support a diverse and inclusive workplace reflective of the communities we serve.

### Our performance indicators

* Improve staff safety, health and wellness in the workplace.
* Improve the development, capability and learning opportunities of staff.
* Improve the department’s employment diversity.
* Improve staff retention.

### Our achievements

* Released the Strategic Workforce Plan 2021-2025, which outlines what we want at the heart of our workplace culture – leadership, capability, future of work, talent engagement, safety and wellbeing, and culture.
* Continued to deliver the Student Placement Program, an initiative to improve the attraction and retention of new graduates, which saw 154 placements offered to students. 40 per cent of these placements (61 students) have been converted to employment by the department in a Child Safety Officer or other role.
* Ensured the safety and wellbeing of our staff during COVID-19 by:
  + continuing to facilitate working from home arrangements where possible and appropriate
  + supporting vulnerable staff to work from home to ensure their health and safety
  + implementation of strategies to facilitate social distancing and ensuring the provision of safe workplaces for staff returning to the office
  + coordinated personal protective equipment supplies for staff and residential care providers
  + regular workforce messaging providing updates, advice and support by the Chief Human Resource Officer and the Director-General
* Completed market research to inform the development of effective recruitment campaigns and Employee Value Proposition, delivered a new approach to recruitment applying a cultural lens and delivered contemporary media campaigns and promotions, including an advertising campaign using programmatic media placement (website seeding) and social media, to attract PO2 Child Safety Officers to regional and remote locations.
* Provided a range of training and development opportunities for staff including, recruitment and selection training to ensure staff are aware of processes and legislative requirements, human resources Q&A sessions for frontline Managers to assist with management and leadership skills in our regional service centres, and education sessions on Code of Conduct and employee grievance procedures.
* Established a Community of Practice committee with the PSC. This group reviews matters assessed as falling within the PSC’s Conduct and Performance Excellence (CaPE) framework and identifies trends, systemic issues, opportunities for improvement and key learnings. This committee is accountable to the Director-General and the PSC Chief Executive.
* Streamlined the department’s Human Resource Delegations to ensure contemporary practice and consistent decision-making regarding matters related to workplace investigations and disciplinary processes, including penalty options.
* Re-focussed frontline recruitment of child safety officers and detention youth workers to maximise permanent employment, by completing reviews of temporary staff for potential conversion to permanent employment and recruiting permanent staff where possible, giving careful consideration to the genuine operational requirements of the department.
* Reviewed safety, health and wellbeing policies and workplace health and safety management standards as well as establishing two teams to provide safety, health and wellbeing services across the state, including: Regional Safety Operations providing local support for workplace safety in regional service centres and offices, and Policy, Health and Wellbeing providing centralised injury case management, and wellbeing services.
* Encouraged effective leadership, management and workforce planning practices and reviewed flexible working arrangements and learning and development policies.
* Started the Workforce Redesign Program which offers a new perspective on job design, workforce profile mix and service design that allows the department to attract and retain a more diverse workforce.
* Promoted a workplace culture that challenged gender stereotypes and modelled respectful behaviours in relation to gender diversity through the Inclusion and Diversity Strategy 2020- 2023.
* Continued work of the First Nations Council, providing Aboriginal and Torres Strait Islander departmental Elders, emerging leaders and other staff a voice at the highest level as custodian of the Respectfully Journey Together Cultural Capability Action Plan and Cultural Capability Framework. A copy of the plan can be found at [https://www.cyjma.qld.gov.au/about-us/our-](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/aboriginal-torres-strait-islander-cultural-capability-action-plan) [department/corporate-publications/aboriginal-torres-strait-islander-cultural-capability-action-](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/aboriginal-torres-strait-islander-cultural-capability-action-plan) [plan.](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/aboriginal-torres-strait-islander-cultural-capability-action-plan)
* Continued to implement the Aboriginal and Torres Strait Islander Workforce Strategy 2019- 2023, which aims to build a culturally capable workforce.
* Continued progress of the department’s [Disability Services Plan 2020-2023](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/disability-service-plan) which outlines the actions we will take to progress the priorities of the All Abilities Queensland: opportunities for all state disability plan. A copy of the plan can be found at [https://www.cyjma.qld.gov.au/about-](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/disability-service-plan) [us/our-department/corporate-publications/disability-service-plan](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/disability-service-plan).
* Progressed Our story, our future, the Queensland Government’s multicultural policy promoting an inclusive, harmonious and united community for Queensland, through a three-year Queensland Multicultural Action Plan. The policy and action plan are a requirement of the *Multicultural Recognition Act 2016* and represent one of three key provisions of *Multicultural Recognition Act 2016*, together with establishing the Multicultural Queensland Charter and Multicultural Queensland Advisory Council. Consistent with section 24 of *Multicultural Recognition Act 2016*, a copy of our report on our progress can be found at [https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/multicultural-](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/multicultural-action-plan) [action-plan](https://www.cyjma.qld.gov.au/about-us/our-department/corporate-publications/multicultural-action-plan).

## Workforce planning and performance

### Workforce profiles

The new department brought together key functions and services that enabled a connected and more holistic approach to the complex and interrelated needs of the community. Since the machinery-of-government changes, in conjunction with the former Department of Youth Justice

and former Department of Local Government, Racing and Multicultural Affairs, the department has progressed the realignment of staffing structures to strengthen these connections.

Our staff are dedicated and passionate about providing professional support to some of Queensland’s most vulnerable people, and we continue to grow our workforce to improve our services, with almost 90 per cent of all staff employed in either frontline or frontline support roles.

The service delivery breakdown of our 4,905.41 FTE is highlighted below (MOHRI data for fortnight ending 18 June 2021).

|  |  |
| --- | --- |
| **Service Delivery** | **Department Total** |
| Frontline and frontline support | 4,333.91 (88.35%) |
| Corporate | 571.5 (11.65%) |
| **Total** | 4,905.41 (100%) |

A breakdown of our FTE by employment status is as follows:

* 4,139.40 FTE permanent (84.38 per cent of the total staff).
* 544.59 FTE temporary (11.10 per cent of the total staff).
* 36 FTE contract (0.73 per cent of the total staff).
* 185.42 casual staff (3.78 per cent of the total staff).

The department’s employment diversity (as at 18 June 2021) compared to the Queensland Public Sector (QPS) benchmark average (as at the quarter ended June 2021) is detailed below:

|  |  |  |
| --- | --- | --- |
| **Diversity category** | **Department** | **QPS average** |
| Gender Diversity – Women | 74.65% | 69.52% |
| Culturally and linguistically diverse | 8.29% | 10.03% |
| Aboriginal and/or Torres Strait Islander | 6.23% | 2.49% |
| People experiencing disability | 1.85% | 2.83% |
| **Note:**  1. All data referenced in Workforce Planning and Performance section is MOHRI FTE data for fortnight ending 18 June 2021. | | |

### Workforce capability strategy

We invest in the development and capability of our staff and will enable them to partner effectively and drive innovation. Frontline staff deal with serious domestic and family violence, substance misuse, mental health, sexual abuse and other complex matters to keep children and young people safe. We are dedicated to listening to our staff and providing a safe, supportive, rewarding and flexible workplace. We also have a strong department and union consultative framework with various forums for staff engagement. The safety, health and wellbeing of our staff are a core priority for all leaders in the department, as this enables us to achieve our vision.

The department is highly committed to developing and supporting its staff through contemporary people and culture solutions such as leadership development programs, wellbeing and safety systems, accessible human resources policies and processes and human centred design approaches to our strategic workforce planning.

The department has made a commitment to ensure: `

* we make our services easy to use, accessible and culturally meaningful.
* we provide capable, responsible, effective and accountable services.
* we positively engage our workforce and stakeholders.

Staff can access a wide variety of development opportunities including leadership development programs, mentoring programs, an e-learning platform with targeted courses, and financial assistance and/or paid leave for study. Investment in management and leadership skills is a priority. Our leadership charter outlines expected behaviours and outcomes from leaders, including:

* **Authenticity** – We build and sustain honest and respectful relationships.
* **Connection** – We collaborate with our stakeholders and engage with our staff to build capability.
* **Stewardship** – We deliver a customer centred approach and perform within an ethical framework.
* **Value** – We are passionate and proud, and we recognise our diversity by building cultural competence.

### Staff performance development

Through the Achievement and Capability Planning process, staff are able to negotiate, plan and share information about their role and performance. This two-way feedback and planning process allows employees to have a clear view of their responsibilities and areas of development. This jointly developed plan is continually updated through regular conversations between an employee and their manager. The discussions focus on role expectations, performance, career planning and development. Managers receive training on how to best engage with their teams through the range of leadership development programs available.

### Workforce attraction, recruitment and retention

There remains a strong focus on supporting our highly skilled and dedicated staff. We continually invest in their wellbeing through a broad range of professional workplace health services for staff and their family members. The permanent staff separation rate for the department was 10.47 per cent.

### Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the period.