

Governance, Accountability and Human Resources

Our objectives

Provide capable, responsive, effective and accountable services.

Implement new agency operating and organisational arrangements.

Drive performance improvement through data, learning, reviews, feedback and evaluation.

Continue to improve learning, development and training opportunities.

Our strategies



Our performance indicators

* Positively engaged staff.
* Capable and diverse workforce.
* Client and stakeholder satisfaction.
* Improved governance practices.
* Active management of key risks.
* Improved use of information in the department through digitisation.

Our achievements

* Implemented the department’s new operating and organisational arrangements.
* Encouraged effective leadership, management and workforce planning practices.
* Established a governance framework supporting effective decision-making, integrity and accountability and driving performance improvement.
* Valued staff and enabled them to fully engage in priority reform programs, innovations and improvement initiatives.
* Supported service delivery innovations including *Our Future Ways of Working* blueprint to create a digitally enabled department.
* Built capability in implementing a performance architecture for the department.

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First Nations Council

A new era of engagement and culturally informed decision-making within the department began with the formation of the department’s First Nations Council.

The First Nations Council was convened to ensure culturally sensitive and respectful consultation and collaboration regarding decisions made on matters of interest to Aboriginal and Torres Strait Islander staff. The council gives Aboriginal and Torres Strait Islander Elders, emerging leaders and other staff a voice at the highest level and leads the cultural capability of the department as custodian of the *Aboriginal and Torres Strait Islander Cultural Capability Action Plan*.

The department’s commitment to the three reconciliation themes of relationships, respect and opportunities from the *Queensland Government Reconciliation Action Plan* 2018–2021 is reflected in the establishment of the council.

The First Nations Council will continue to work with the Portfolio Executive Board on priorities including: Aboriginal and Torres Strait Islander cultural capability and workforce strategy; redress and healing; and the *Our Way*, child safety, youth justice, youth and women strategies.

Inaugural members of the First Nations Council, pictured from left to right include: Aunty Maureen Ervine; Aunty Helen Dingle; Aunty Sharon Smith; Uncle Adrian Padmore; Aunty Rose Malone; Uncle Leslie Skelton; Aunty Kim Thursby; and Aunty Tracey Motlop. Members not pictured: Aunty Adelina Stanley; Uncle Arnold Wallis; and Aunty Lesley Williams.

NAVIGATE leadership and management program

The department launched its leadership and management program NAVIGATE in June 2018. The program aims to strengthen Queensland’s child protection services by improving the leadership and managerial capabilities of child safety service centre managers and team leaders.

NAVIGATE is a key deliverable of the Quality Improvement Program introduced to strengthen child protection service delivery and improve outcomes for children, young people and families.

NAVIGATE is delivered over 10 to 12 months, and is a combination of workshops, e-modules, action learning groups and supervision sessions, supported by workbooks, developmental tools and resources.

The program is designed to complement the department’s existing REACH Leadership Framework, Leadership Charter and suite of leadership and performance development programs.

The first workshops in Moreton Region have been well received and it is envisaged that the initiative will be extended to youth justice in the future.

Innovation and technology

In 2017-18, the department successfully implemented the Our Child portal, which is a multi-agency information sharing platform, allowing for faster real-time sharing of information between agencies in the event of children missing from care.

The successful go-live of Phase 1 in March 2018 began the sharing of data between the Department of Child Safety, Youth and Women, the Queensland Police Service, and the Department of Education in an event of children missing in care. Phase 2 will introduce data from Queensland Health, the Office of the Public Guardian and the department’s Youth Justice Services in March 2019.

This portal was developed as a result of the Queensland Family and Child Commission’s *When a child is missing* report. As at June 2018, Queensland Police Service have performed more than 500 searches, with 178 child safety staff having done 155 searches.

Also in 2017-18, the department rolled out the ‘kicbox’ mobile application to children and young people in care across the state. The concept of a ‘digital memory box’ for young people in care was conceived in 2015. Designed in partnership with young people, and for young people, the kicbox solution is a mobile application that acts as a digital memory box where information, documents, photos and memories can be stored securely and accessed from anywhere.

This innovative solution provides children and young people in care with a sense of history, control and connection. Kicbox has four primary features: My Life (current memories and information); My Future (future goals, travel, education and steps towards achieving it); My Documents (birth certificates, school reports and certificates); and Contacts and Support (communication channels between the young person and the Child Safety Officer).

Kicbox complements current child protection practices, opening a contemporary and direct channel between child safety officers and young people, facilitating deeper engagement and trust, and improving young people’s self-esteem and sense of belonging.

Building a fairer, more inclusive and harmonious Queensland

Under the *Disability Services Act 2006*, each Queensland Government department is required to develop a Disability Service Plan. The department’s *Disability Service Plan 2018–2020* outlines the actions we will take to progress the priorities of the *All Abilities Queensland: opportunities for all* state disability plan.

The plan clearly demonstrates how we will work with our partners to build a fairer, more inclusive Queensland where people with disability, their families and carers are able to access the same opportunities, on the same basis as everyone else. A copy of the plan and annual report on our progress can be found at: <https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications>.

*Our story, our future* is the Queensland Government’s multicultural policy promoting an inclusive, harmonious and united community for Queensland. The policy is being implemented through a three year *Queensland Multicultural Action Plan*.

The policy and action plan are a requirement of the *Multicultural Recognition Act 2016* (the Act) and represent one of three key provisions of the Act, together with establishing the Multicultural Queensland Charter and Multicultural Queensland Advisory Council.

In accordance with section 24 of the Act, a copy of our report on our progress can be found at: <https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications>.

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 framework was designed around eight key principles and minimum requirements demonstrating how the department meets these minimum requirements.

|  |  |
| --- | --- |
| Principles | Requirements |
| Solid foundations for management and oversight | Clear strategic, corporate and operational plans |
| Regular reporting against plans |
| Clear accountability and delegations |
| Clear focus on diversity and cultural capability |
| Committees that add value | Well defined set of committees |
| Clearly defined organisational structure |
| Frameworks for ethical culture | Clear ethics and conduct framework |
| Strong fraud and corruption control framework |
| Compliance management |
| Safeguards for integrity in corporate reporting | Parliamentary and organisational governance committees |
| Internal and external audit |
| Director-General and CFO sign-off of financial reports and statements |
| Timely and balanced public reporting and disclosure | Annual report |
| Continuous disclosure of and access to information |
| Fair and responsible performance management | Executive performance and development agreements |
| Staff performance and development framework |
| Enterprise risk management approach | Risk management program |
| Director-General and CFO sign-off on adequacy of internal controls |
| Community, stakeholder, client and staff engagement | Community engagement, consultation and communication channels |
| Staff satisfaction, engagement and consultation |

Governance committee structure

Following the machinery-of-government changes, the department continued its governance through a committee structure based on the former Department of Communities, Child Safety and Disability Services. In May 2018, the Portfolio Executive Board (PEB) approved a new Governance structure based on four key governance tiers: executive governance; leadership and performance governance; corporate governance; and 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:

* Portfolio Executive Board
* First Nations Council
* Executive Leadership Committee
* Audit and Risk Committee.

Our **leadership and performance governance** committees provide oversight of design, monitoring and review of strategy implementation and service delivery, economy and efficiency, cost-effectiveness, and access, equity, inclusion, diversity and cultural capability. Our leadership and performance governance committees are:

* Child and Family Leadership and Performance Committee
* Youth Leadership and Performance Committee.

Our **corporate governance** committees provide oversight of resources and financial performance, information management and innovation, investment and partnerships, and access, equity, inclusion, diversity and cultural capability. Our corporate governance committees are:

* People and Culture Committee
* Finance and Budget Committee
* Investment and Partnerships Committee
* Information and Innovation Committee
* Fraud and Corruption Control Committee.

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 customer and stakeholder voices committees include:

* Child and Family Stakeholder Advisory Group
* Youth Justice Stakeholder Advisory Group
* Agency Consultative Committee
* Various sector forums, including non-government organisations, women, domestic and family violence, youth and community services.

Executive management

The **Portfolio Executive Board** is the key strategic governing body for the department. It drives the department’s strategic goals that enable Queenslanders to be safe and thriving in families and communities. It leads a whole-of-department approach to strategy and governance, leadership and performance, and risk management, and provides the right conditions to drive innovation and continuous improvement, while developing and fostering senior leadership talent.

Portfolio Executive Board members promote a collegiate culture, encourage robust discussion and exemplify the values of the public sector and the department’s commitment to growing our cultural capabilities. Portfolio Executive Board members as at 30 June 2018 are listed below.

**Michael Hogan, Director-General (Chair), BA (Hons), LLB**

Michael was appointed as Director-General, Department of Communities, Child Safety and Disability Services in April 2014 and as the Director-General for the Department of Child Safety, Youth and Women since late 2017.

Michael has held various senior executive roles in the department and its predecessors, as well as in the departments of the Premier and Cabinet in Queensland and New South Wales since 1997.

Michael also spent 10 years in the non-government sector and has served on a number of community sector and government boards. He commenced his career three decades ago working on the reform of child welfare and juvenile justice legislation in New South Wales.

**Amanda Currie, Acting Deputy Director-General, Service Delivery, BSocSc (Human Services)**

Amanda was appointed as Regional Executive Director, South East Region, Department of Communities, Child Safety and Disability Services in 2009.

Amanda has been actively engaged in the youth and community care sector since 1995 as a Family Services Officer for the then Department of Families, Youth and Community Care at the Inala and Goodna offices. Amanda gained a wide range of policy development and implementation experience in areas as diverse as youth justice, child protection and violence prevention. In 2009, she was appointed Regional Director, Child Safety, Youth and Families in Brisbane Region. Amanda has recently acted as Deputy Director-General, Service Delivery, Department of Child Safety, Youth and Women.

**Leigh Roach, Deputy Director-General, Strategy, BA (Economics), GradDip Securities Institute of Australia**

Leigh was appointed as Deputy Director-General in the former Department of Communities, Child Safety and Disability Services in May 2015 and is now the Deputy Director-General, Strategy.

Leigh has worked in senior positions in both Australian and state governments and developed expertise in trade, industry, innovation, employment and consumer policy and programs.

Leigh also has expertise in managing organisational change and has facilitated major change processes in service delivery for business and across the public sector.

**Arthur O’Brien, Assistant Director-General, Corporate Services, FCPA FIPA, MBus (Professional Accounting), BBus (HRM)**

Arthur was appointed Assistant Director-General, Corporate Services on 3 May 2018, following appointment as the Chief Finance Officer for the new department from 12 December 2017 to 3 May 2018. Prior to this he was Chief Financial Officer of the former Department of Communities, Child Safety and Disability Services.

Arthur has more than 36 years’ experience in the Queensland Government with 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.

In 2008, Arthur was awarded the Distinguished Service Medal for his commitment and contribution to the Queensland Ambulance Service and the Queensland community.

**Darrin Bond, Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery, BSc (IT/Mathematics)**

Darrin has more than 31 years’ experience working in government and executive management roles. In 1997, Darrin was appointed as Chief Information Officer (CIO), Department of Treasury.

In 2002, Darrin managed the creation of CorpTech and the associated IT frameworks for the Shared Services initiative. He led the implementation of the whole-of-government shared services solutions until moving to the Department of Communities, Child Safety and Disability Services in 2007 to lead the department’s ICT portfolio.

In 2012, Darrin was appointed as the CIO of the former Department of Communities, Child Safety and Disability Services.

In 2018, Darrin was appointed to the role of Assistant Director-General and CIO for the new Department of Child Safety, Youth and Women. His division, Information, Innovation and Recovery, also provides ICT services and support for the Department of Communities, Disability Services and Seniors, and the Department of Aboriginal and Torres Strait Islander Partnerships through memoranda of understanding.

In this key role Darrin has overseen a number of strategic 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 and digitising services across the child protection system to staff, partners, foster carers and vulnerable children.

**Darren Hegarty, Acting Senior Executive Director, Youth Justice Services**

Darren is the Acting Senior Executive Director for Youth Justice Services. Darren has worked in various human services agencies with Queensland Government for 27 years, commencing as a Child Care Officer in Mt Isa and worked across North Queensland for 10 years. Darren was appointed Regional Director for Child Safety in 2013.

Darren has implemented a number of major reforms in both the child safety and youth justice systems. He has a wide range of leadership experience in service delivery, policy development and program management with a significant focus on change management.

**Arna Brosnan, Regional Executive Director, North Queensland Region, BSocWk, LLB**

Arna was appointed as Regional Executive Director, North Queensland Region in November 2016. Prior to this appointment, Arna was Regional Director, Child and Family Services, Far North Queensland since 2009. She has extensive experience in both the child protection and youth justice sectors.

Arna has worked in the human services sector across Far North and North West Queensland leading structural changes and practice reform principally in the child protection sector. Arna is an executive lead for the Cairns Safer Streets, a cross government initiative to improve outcomes in particular locations in Cairns.

**Sandra Moore, Regional Executive Director, North Queensland Region, BSc, GradDipMgmt, MBA**

Sandra commenced as Regional Executive Director, North Queensland Region in January 2015. She came to the department following her role as Chief Operating Officer for the Central and North West Queensland Medicare Local since 2011. Prior to that, Sandra was the Regional Manager for the Cancer Council Queensland from 2009.

Sandra’s earlier career was in management roles in engineering companies, including The Shell Company of Australia. Sandra is a graduate of the Australian Institute of Company Directors and a Fellow of the Institute of Managers and Leaders.

**Michael Shearer, Regional Executive Director, Central Queensland Region, BHumanMovSt**

Michael has more than 32 years’ experience in the human services sector having worked within several Queensland Government departments throughout the state. He was first appointed to the role of Regional Executive Director in 2005.

He has delivered, managed and led child protection, youth justice, social housing, disability and community services during his long career.

Michael is an ANZSOG fellow, a coordinating member of the OneGovCQ Leadership Group and Chair of the Every Child CQ Community Leadership Board.

**Julieann Cork, Regional Executive Director, Moreton Region, BSocWk**

Julieann was appointed to the role of Regional Executive Director, Moreton Region in September 2016. Prior to this, Julieann was the Regional Director, Child and Family Services, North Coast Region since September 2010.

She commenced in the department in 1999 following work as a Clinical Social Worker in the Mater Hospitals, Brisbane. Julieann has held leadership roles across a wide range of the department’s business areas, including strategic policy, program development, service development, legislative and funding reform units. Immediately prior to moving to North Coast Region, she was Director of the Right to Information, Information Privacy and Screening unit.

**Tracey Ryan, Acting Regional Executive Director, South East Region, BPsych (Hons)**

Tracey has been employed as the Regional Director, Child and Family and Adoption Services (Gold Coast and Bayside) since 2016. Most recently Tracey has acted as the Regional Executive Director, South East Region.

Tracey has worked in human services for more than 26 years including in service delivery for mental health and child protection and the development and implementation of policy, program and commissioning functions for a broad range of human services delivered in Queensland.

Prior to her position as Regional Director, Tracey was employed as Director, Child and Family in South East Region from 2012 to 2016 and Regional Director for Community Services and Sport and Recreation in the former Department of Communities for a number of years previous to this. Tracey has also worked in leadership positions in Queensland Treasury and the Department of Housing and Public Works, and has extensive experience in developing and leading non‑government organisations.

**Bernadette Harvey, Acting Regional Executive Director, South West Region, BA (Welfare and Psych), BSc (Psych), LLB, EMPA**

Bernadette commenced as Acting Regional Executive Director, South West Region in April 2018. Prior to this, Bernadette was the Executive Director in Child and Family Reform since 2016.

Bernadette joined the department in 1992 as a child care officer working in statutory child protection and juvenile justice. Over the past 26 years, she has worked in a variety of direct service delivery and leadership positions across both youth justice and child protection. Bernadette commenced in Senior Officer roles within the department in 2009 and in 2011 was appointed Regional Director, Central Queensland Region.

**Danny Short, Chief Finance Officer, Financial Services, FCPA BCom**

Danny was appointed the Chief Finance Officer, Department of Child Safety, Youth and Women in March 2018.

Danny has almost 30 years’ experience in accounting, governance and financial management across a broad range of Queensland Government organisations. In the past 15 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.

**Shannon Cook, Acting Executive Director, People and Culture, and Chief Human Resources Officer**

Shannon is currently Executive Director, People and Culture, and Chief Human Resources Officer. Since commencing in the role in March 2018, Shannon has developed and implemented the operating model for the newly formed People and Culture branch and has placed a strategic focus on recruitment and retention, safety and well-being, cultural capability and diversity, industrial stability and performance, and organisational development. Shannon is an experienced and qualified HR professional with more than 15 years’ experience and is a Certified HR Professional with the Australian HR Institute. Shannon has worked in a range of senior leadership roles in state and federal government and won the Anthea Kerr award from IPAA in 2014 for achievement in NSW Government. Shannon has a Graduate Certificate in Business Administration and a Certificate in Government Effectiveness from Kennedy School of Government, Harvard University.

Public service values and ethics

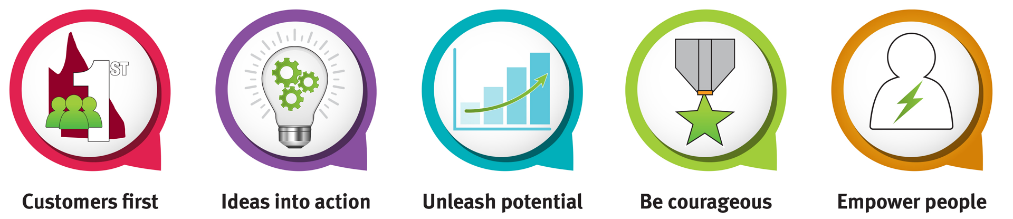
The department has embraced the Queensland public sector values, which define the way we do business. We pursue a positive organisational culture that fosters a high performing, impartial and productive workforce to actively support Queensland’s most vulnerable people.

We are committed to the highest level of ethical conduct and promote a culture that reflects the department’s integrity framework, ensuring any allegation of corrupt conduct is taken seriously and thoroughly assessed. Public service values and ethics are reflected in our departmental policies, procedures and plans. The department also regularly provides ethical decision-making education to all staff with a total of 1635 staff completing the ethics related training during 2017-18.

Allegations of corrupt conduct, or breach of the *Code of Conduct for the Queensland Public Service* or certain legislation are referred to the department’s Professional Standards unit to ensure all allegations are properly assessed. The matter is assessed with consideration given to the definition of corrupt conduct outlined in section 15 of the *Crime and Corruption Act 2001* and the *Public Interest Disclosure Act 2010*.

Since its establishment, the department finalised:

* 11 corrupt conduct matters for Child and Family Services
* 2 corrupt conduct matters for Youth Justice Services
* No corrupt conduct matters relating to Women, Violence Prevention and Youth Services.



Risk management and oversight

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 recently 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 and leadership around audit activities, audit recommendations, financial reporting, fraud and corruption, internal controls and compliance.

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. It had its inaugural meeting in March 2018.

The department receives its internal audit and compliance services from the Department of Communities, Disability Services and Seniors (DCDSS). The arrangement is formalised under a Memorandum of Understanding, which provides independence of departmental management and external auditors. 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.

In 2017-18, the delivery of internal audit reports on time and on budget has provided independent assurance over identified risk exposures for the department including: Legislative Compliance Framework; Child Safety Licensing and Inspection Tools; Child Safety Information Management; and WHS for Frontline Staff. Internal Audit’s assurance activities complement departmental monitoring practices and oversight from external regulators and central agencies.

External scrutiny

The department is subject to a number of external review bodies, including Queensland Audit Office, State Coroner, Crime and Corruption Commission and Queensland Ombudsman. Significant 2017-18 audits and reviews that relate to the new department are outlined below.

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

The Queensland Audit Office 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:

|  |  |
| --- | --- |
| Audit report | Audit remediation |
| *Report 8: Confidentiality and disclosure of government contracts* | The department is procuring a contract management and social investment management system that will provide a significant improvement in contract related data. |
| *Report 6: Fraud risk management* | The department has established a Fraud and Corruption Control Committee under the Audit and Risk Committee to provide operational oversight of the department’s fraud and corruption prevention program, assurance around the effectiveness of the fraud and corruption control plan and fraud risk mitigation. |

For a complete list of reports tabled by the Queensland Audit Office visit: <https://www.qao.qld.gov.au/reports-resources/parliament>.

**State Coroner**

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 branch directly manages the department’s response where the Coroner is interested in actions of the department.

The Coroner made no recommendations for the department in 2017-18.

**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*.

The CCC made no recommendations for the department in 2017-18.

**Queensland Ombudsman report**

The Queensland Ombudsman’s role is to give people a timely, effective and independent way to have administrative actions of agencies investigated; improve the quality of decision-making and administrative practice in government agencies; and provide oversight of the *Public Interest Disclosure Act 2010*.

The Queensland Ombudsman made no recommendations for the department in 2017-18. *The Indigenous birth registration report* (June 2018) made references to birth certificate practices. The department will consider suggested improvements relevant to these practices.

**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. While no reports were released since the department was established, implementation of relevant previous QFCC recommendations has continued.

**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 and adult corrective services facilities. 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.

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**

Independent and external Child Death Case Review Panels review the department’s reviews as the second tier of the review system. Findings from Child Death Case Review Panels are used by the department to inform improvements to practice and implementation of the reform program.

In accordance with section 246HL of the *Child Protection Act 1999*, within three months after the end of each financial year, the Director-General will prepare, and give to the Minister, a report about the operations of review panels during the financial year and actions taken during the financial year in response to reports given to the Director-General.

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 Department of Communities, Disability Services and Seniors, 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 4697 full-time equivalent staff is highlighted below.

|  |  |
| --- | --- |
| Service Delivery | Department Total |
| Frontline and frontline support | 4220 (89.85%) |
| Corporate | 477 (10.15%) |
| **Total** | **4697 (100%)** |

A breakdown of our full-time equivalent employment status is as follows:

* 3670 permanent staff (78.14% of the total staff)
* 820 temporary staff (17.45% of the total staff)
* 28 contract staff (0.60% of the total staff)
* 179 casual staff (3.81% of the total staff).

The department’s employment diversity (as at 22 June 2018) compared to the Queensland Public Sector (QPS) benchmark average (as at the quarter ended 31 March 2018) is detailed below.

|  |  |  |
| --- | --- | --- |
| Diversity category | Department1 | QPS average |
| Gender Diversity – Women | 74.56% | 69.44% |
| Culturally and linguistically diverse | 9.20% | 9.69% |
| Aboriginal and/or Torres Strait Islander | 6.51% | 2.09% |
| People experiencing disability | 2.01% | 2.61% |

Notes:

1. As at pay period ended 22 June 2018, the Equal Employment Opportunity response rate was 78% for the department compared to the Public Service Commission target response rate of 85%.

Workforce capability strategy

Our people are vital, valued and our most important asset. Frontline child protection staff deal with serious domestic and family violence, substance misuse, mental health, sexual abuse and other complex matters to keep children safe. Our frontline youth justice staff also face complex challenges including mental health issues, trauma backgrounds, developmental issues and the potential for displays of violence.

The department is highly committed to developing and supporting its staff through contemporary learning platforms that make learning relevant, accessible and engaging. The department has targeted five strategic priorities to develop a skilled and capable workforce:

* recruitment and retention
* safety and well-being
* cultural capability and diversity
* industrial stability and performance
* organisational development.

All staff undertake mandatory training on corporate induction, ethical decision making, code of conduct, information privacy, record keeping awareness, domestic and family violence and information security. Cultural capability is a prominent training focus as we continue to build the capability of staff in the cultures of Aboriginal peoples and Torres Strait Islander peoples, and multiculturalism.

Investment in management and leadership skills is also a priority with the department launching its NAVIGATE program to complement existing leadership and performance development programs. 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

The department’s Achievement and Capability Planning process has continued to be critical in establishing measures for staff performance and identifying development needs. Staff negotiate an annual Achievement and Capability Plan with their supervisor. Throughout the year discussions between staff and supervisors consider an individual’s current role and performance, as well as their future career ambitions and opportunities for development.

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 absenteeism rate for staff for the quarter ended 31 March 2018 was 3.94 per cent. The Queensland Public Sector (QPS) benchmark was 4.11 per cent.

Early retirement, redundancy and retrenchment

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

Complaints management, information systems and recordkeeping

Complaints management system

The department provides a complaints management system, in accordance with 219A of the *Public Service Act 2008*, allowing clients and the general public the opportunity to voice their satisfaction or dissatisfaction with our services. From 1 January to 30 June 2018, the department received 404 complaints, relating to the following service areas:

|  |  |
| --- | --- |
| Portfolio | 2017-18 |
| Child and Family Services | 310 |
| Youth Justice Services | 92 |
| Women, Violence Prevention and Youth Services | 2 |
| **Total** | **404** |

In accordance with section 219A of the *Public Service Act 2008*, by 30 September each year we are required to publish the following information on the department’s website:

* number of customer complaints received by the department in the year
* number of those complaints resulting in further action
* number of those complaints resulting in no further action.

This information can be found at: <https://www.csyw.qld.gov.au/contact-us/compliments-complaints>.

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 *Information Standard 40: Recordkeeping* and *Information Standard 31: Retention and disposal of public records*.

During 2017-18, the department demonstrated its commitment to compliant recordkeeping practices by:

* ensuring the life-cycle management of all departmental public records was undertaken in accordance with legislative requirements
* continuing data cleansing of recordkeeping systems to ensure quality and integrity of records
* providing timely and effective state wide recordkeeping awareness and process
* providing training to departmental staff
* providing ongoing recordkeeping support to departmental staff
* continuation and progression of the Destination Information project, which will create a single repository for departmental records, reducing the administrative burden and improving information sharing within and across the sector.