



Management and accountability

Our governance

Our objectives

- » Improve the wellbeing of individuals requiring community, disability and seniors services.
- » Strengthen communities and help them thrive.
- » Invest in quality responsive services and supports.
- » Demonstrate leading and responsive approaches in our management and governance.

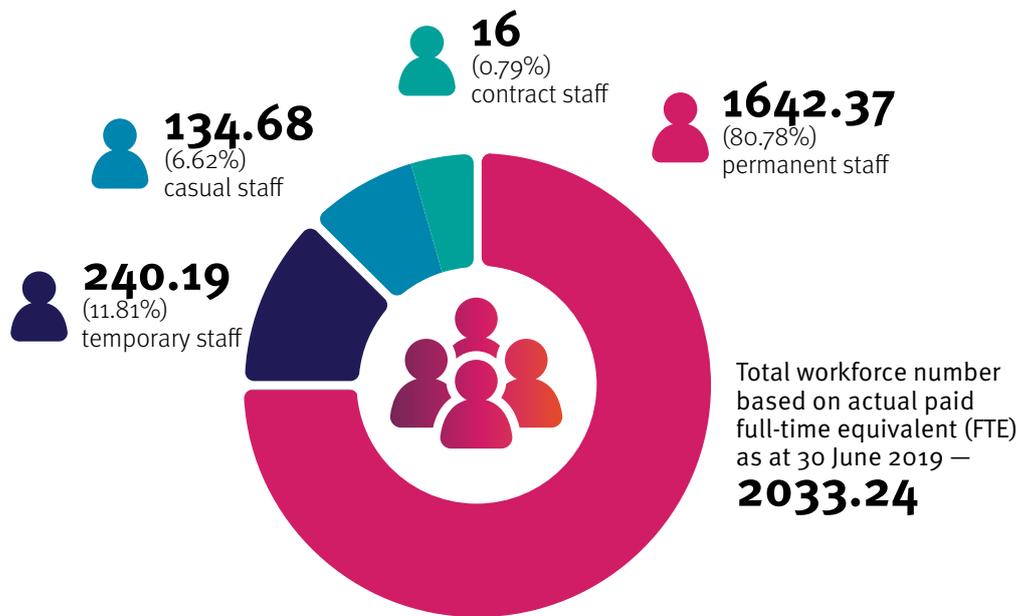
Our strategies

- » Put people first by providing access to a range of universal and targeted services, building relationships and inclusion, and supporting individuals and families across Queensland.
- » Value Queensland communities by building on current investment in local community services and place-based responses to increase resilience and responsiveness of communities.
- » Advance the community services industry to ensure that Queensland has a progressive, high-performing community services industry delivering quality services that help people and communities to thrive.
- » Demonstrate leading approaches to public sector management and governance to ensure that improving the capacity and capability of our clients, communities, stakeholders and staff is at the forefront of our work.

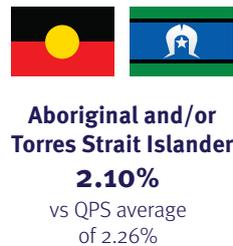
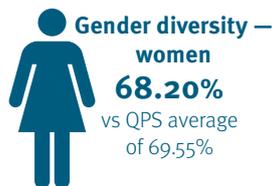
Our performance indicators

- » Improved workforce inclusion and diversity.
- » Improved staff capability, including cultural capability.
- » The Department of Communities, Disability Services and Seniors Leadership Charter and Implementation Plan were endorsed, which provides guiding principles and behaviours for our leaders in alignment with the LEAD4QLD priorities and our public service values.
- » The *Strategic Workforce Plan 2018–2022* was approved, which provides direction and a consistent frame of reference for all our current and expected workforce activities.
- » The *Diversity and Inclusion Strategy 2018–2020* was approved, which provides the key diversity actions and targets for a range of groups including women in leadership roles, Aboriginal and Torres Strait Islander employees, employees with disability and employees from non-English speaking backgrounds.
- » The *Workforce Capability Plan* was approved, which outlines the key priorities, actions and performance measures for learning and development of our staff.
- » Organisational change emanating from the NDIS transition and a new organisational structure was successfully managed through a Change Oversight Group with support from local workplace Change Champions.
- » The Human Resources Policy Platform was reviewed, including approval and redesign of key policies and provision of guidance on the layout of the new platform for the department's intranet site.

Our people



Diversity identification



Service delivery



Service areas



Strategic workforce planning

Each year the department's strategic workforce plan is reviewed, and in September 2018, the *Strategic Workforce Plan 2018–2022* was approved by the Director-General.

This plan provides a framework for all key workforce activities, strategies and performance measures.

Contemporary strategies to attract, recruit and retain

Attracting and retaining a diverse talent pool drawn from all sections of the community is crucial to the department's ability to deliver effective services that reflect the community and its expectations. This is integral to the department achieving its vision of thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

The department seeks to harness the different and varied skill sets and perspectives arising from, but not limited to, ages, gender, languages, ethnicity, cultural backgrounds, religious beliefs, working styles, people with disability, caring responsibilities, sexual orientation, education levels, professional levels, social and economic backgrounds, work and life experiences, and geographical locations.

In 2018–19 we:

- » coordinated centralised recruitment strategies for casual Residential Care Officers (RCOs), which involved an expansion of advertising methods to attract a diverse applicant pool that included: RSL Queensland Employment Program, Ethical Jobs, Youth Employment Program delivered by Aboriginal and Torres Strait Partnerships, and Queensland Government LinkedIn
- » created a 'Join our Team' web page on the department's internet site to attract potential applicants for the casual RCO role
- » coordinated two Public Sector Recruitment and Selection workshops for managers and panel members within Accommodation Support and Respite Services to gain skills in effective and consistent recruitment strategies
- » developed and implemented a flexible training program for casual RCOs to achieve the Certificate IV in Disability — this training program supports staff to develop required skills for the role, incorporating language, literacy and numeracy supports
- » delivered comprehensive on-boarding, induction and ongoing role-specific training for RCOs to support quality service delivery.

Inclusive, diverse and capable workforce

The department seeks to be a diverse and inclusive workplace where people of all ages, life stages, backgrounds and abilities feel safe, valued and respected, and where the principles of employee inclusion and embracing difference are strongly reflected in our culture and values.

During this period, the department developed the *Diversity and Inclusion Strategy 2018–2020*, which aligns with the Whole-of-Government diversity and inclusion framework and incorporates the department's actions relating to the:

- » *Disability Services Plan*
- » *Cultural Capability Action Plan*
- » *Reconciliation Action Plan*
- » *Multicultural Action Plan.*

During this period the department:

- » developed a Disability Awareness Training module for staff and uploaded it to the Queensland Government website
- » convened a Diversity and Inclusion Network, including Workplace Champions and Target Group Representatives to advise on and drive relevant initiatives
- » developed and promoted a Diversity and Inclusion Calendar to raise awareness and encourage the celebration of cultural events important to people with disability/impairment, LGBTIQ+, Aboriginal peoples and Torres Strait Islander peoples, and culturally and linguistically diverse staff and clients
- » participated in the Diversity and Inclusion Multi-Agency Group and shared resources
- » reviewed and refreshed human resources policies, resources, induction and training materials to ensure the department maintains a contemporary and integrated approach to diversity and inclusion
- » hosted Queensland Disability Advisory Council Chair Sharon Boyce's disability awareness interactive display, to mark International Day of People with Disabilities
- » co-hosted the All Abilities Queensland Workshop on increasing employment of people with disability
- » hosted a jobseeker with vision impairment for work experience during AccessAbility Week
- » promoted public sector Disabling the Barriers resources to assist managers and employees and increase the representation of employees with lived experience of disability/impairment
- » participated in the Veterans' Virtual Career Fair
- » promoted the application of the principles of the Multicultural Queensland Charter to staff through internal communication channels
- » displayed the Multicultural Queensland Charter in workplaces and promoted the Charter Speaker Series and Charter in Action video resources
- » promoted the Australian Human Rights Commission's 'Racism. It stops with me' campaign
- » promoted and participated in the Whole-of-Government LGBTIQ+ Steering Committee, and promoted the importance of being a visible ally by wearing rainbow lanyards
- » conducted workshops that address unconscious bias and other barriers in recruitment and selection
- » reviewed departmental templates to optimise for Screen Reader Accessibility and produced and promoted resources to assist staff to enhance documents for accessibility.

White Ribbon Workplace Accreditation

As a White Ribbon Workplace, we proudly promote respectful, safe and inclusive workplace cultures by taking active steps to recognise, prevent and respond to violence. This means we have zero tolerance for domestic and family violence.

The department firmly recognises that domestic and family violence is a workplace issue. It can affect the safety, wellbeing, productivity and performance of our employees — those experiencing violence, those using violence, carers and colleagues.

Domestic and family violence remains a critical issue for our department and continues to be a high priority for the Queensland Government.

This year we continued to:

- » provide domestic and family violence awareness training to managers and supervisors
- » offer the mandatory Recognise, Respond, Refer eLearning program to other staff
- » refreshed our White Ribbon Workplace Champions
- » continued to support White Ribbon activities
- » promoted the new government LGBTIQ+ Domestic and Family Violence website and resources and departmental strategy for responding to employees who use or may use violence.

Our collaboration with the Multi-Agency Implementation Group continues to strengthen the Whole-of-Government response to domestic and family violence.

All of these actions are enabling us as a department to build workplaces that are supportive of victims of domestic and family violence, and have the capability to identify and respond to domestic violence, creating a safer Queensland for all of us.

In addition to these actions, as part of a cross-government commitment to preventing domestic and family violence throughout Queensland communities, the department produced a website and resources targeting the prevention of elder abuse, and was involved in developing *Queensland's plan to respond to domestic and family violence against people with disability*.

Aboriginal and Torres Strait Islander Cultural Capability Action Plan

The department recognises that the cultural capability of all staff is integral to being able to achieve our vision of thriving Queensland communities and creating an inclusive workplace.

Accordingly, the *Aboriginal and Torres Strait Islander Cultural Capability Action Plan* sets out the department's approach and commitment to growing the cultural capability of all our staff.

The department's plan was reviewed and redeveloped in early 2019 for publication in July 2019. The new plan continues the important work already commenced within the department, and documents our ongoing commitment to growing our cultural capability towards being able to better support Aboriginal peoples and Torres Strait Islander peoples and to engage genuinely with communities.

The refreshed plan is aligned with the Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework, and the department's *Reconciliation Action Plan*. It reflects the department's organisational maturity from Reconciliation Australia's framework of Reflect (scoping), to Innovate (implement) and Stretch (embed).

To apply the *Aboriginal and Torres Strait Islander Cultural Capability Action Plan* within the department, we:

- » continued to increase the cultural capability of our employees by requiring new employees to complete cultural capability training
- » developed collateral material to promote awareness of protocols for acknowledging Traditional Owners
- » included cultural capability as a key priority in the department's Strategic Plan, Workforce Capability Plan and Performance Management framework
- » promoted opportunities for staff participation in other cultural capability experiences such as Cultural Immersion Tours to Cherbourg Ration Shed Museum
- » provided mentoring opportunities to develop our Aboriginal and Torres Strait Islander staff
- » sponsored and promoted National Aborigines and Islanders Day Observance Committee (NAIDOC) week
- » developed a calendar of events and dates of significance, and promoted staff participation in Reconciliation Week, Musgrave Park Family Fun Day and other cultural activities
- » continued with our Director-General as the Government Champion for Cherbourg and championed and promoted NAIDOC week and other culturally relevant events
- » reviewed the departmental website to attract Aboriginal and Torres Strait Islander candidates and clarify the way in which flexible work arrangements can be used to support Aboriginal and Torres Strait Islander staff to celebrate religious or cultural observances such as NAIDOC week and Sorry Business
- » advertised roles through the Department of Aboriginal and Torres Strait Islander Partnerships' Youth Employment Program
- » implemented a Diversity and Inclusion Network to enable the Department of Communities, Disability Services and Seniors to seek out the cultural wisdom, experiences and knowledge of Aboriginal and Torres Strait Islander staff and engage the department in understanding the importance of these activities.

Community Recovery Ready Reserve

The Queensland Government Ready Reserve is a Whole-of-Government surge workforce that is coordinated and deployed by the department to work alongside other government and non-government service providers in supporting and enabling the social, emotional, psychological and physical health and wellbeing of individuals and communities following a disaster.

To sustain and grow the Community Recovery Ready Reserve, we have developed:

- » a Ready Reserve recruitment and retention campaign
- » Whole-of-Government workforce commitment agreements
- » Whole-of-Government Champions — Agency Deployment Coordinators and key contacts
- » 30 Ready Reserve online training modules
- » Ready Reserve Reward and Recognition.

Agency strategies and activities for the future

We are working to:

- » embed the new organisational structure from 1 July 2019, including staffing for the new Disability Connect Queensland
- » achieve a workforce target of people with disability representing eight per cent of the departmental workforce, with the target to be exceeded in both leadership and staffing in Disability Connect Queensland
- » complete the NDIS workforce transition processes, including successful career pathways for the remaining staff requiring placement
- » ensure efficient workforce attraction and development for the department's Accommodation Support and Respite Services employees who perform the majority of service delivery roles
- » analyse Working for Queensland 2019 Employee Opinion Survey data and implement improvements in key identified areas
- » implement revised performance development processes
- » continue implementation of the department's *Diversity and Inclusion Strategy 2018–2020* with a view to progressing towards the Queensland Public Sector 2022 foundation targets for key groups
- » review and update the *Strategic Workforce Plan 2018–2022* to reflect future priorities and workforce needs for the department.

NDIS workforce transition

During 2018–19, the department continued to transition disability services to the NDIS.

NDIS-impacted staff have employment security via the *Queensland Government's Employment Security Policy*. The department assisted NDIS-impacted staff to find alternative employment through intensive case management, in addition to providing information sessions, job readiness workshops and access to the Employee Assistance Program.

As at 30 June 2019, the vast majority of all NDIS-impacted staff had been successfully placed in their preferred pathway, which includes alternative placement internally within the department, alternative employment in the Queensland Public Service, employment with the National Disability Insurance Agency or accepting an offer of an employee initiated voluntary redundancy package.

Employee performance management framework

Strategies for our employee performance management framework include:

- » development of an integrated framework
- » incorporating into the framework elements of induction, probation, proactive performance management and managing unsatisfactory performance
- » introduction of streamlined Performance and Development Agreement resources.

Induction and probation

A comprehensive induction process provides information and support to new employees to enable them to feel included in their new environment and be productive with meaningful work as quickly as possible.

Role-specific induction is provided for key frontline staff including Residential Care Officers and Forensic Officers, to ensure a consistent and comprehensive departmental induction.

A new departmental induction eLearning module has been developed which integrates diversity and inclusion throughout, includes a new section on 'Our inclusive workplace', and links new employees to other mandatory training, including domestic and family violence awareness and Aboriginal and Torres Strait Islander cultural capability training. This new module was implemented in July 2019.

Probation refers to the period of time following commencement of employment, which allows for assessment of how well a new employee is fit for the role and the organisation they have been appointed to.

Performance and Development Agreements

This is an agreement between an employee and their line manager, which establishes agreed role objectives and performance indicators, as well as identifying capability development actions.

New streamlined Performance and Development Agreement resources have been developed as part of a proactive performance management approach, which recognises agreement between an employee and their line manager as the foundation for ensuring performance outcomes meet expectations.

The new template includes a statement of the department's commitment to building an inclusive and diverse workforce that reflects the community we serve.

Performance improvement

New employees commencing their career with the department are introduced to the Performance and Development Agreement process. This is part of a positive performance management approach, which enables an individual and their line manager to identify and agree on role objectives, performance indicators and development requirements.

Participation in the Performance and Development Agreement process is a key element of the Workforce Capability Plan for all employees.

When an employee is not achieving or maintaining expected performance standards and this has not been successfully addressed through day-to-day proactive performance management, the formal performance improvement process is implemented.

Learning and development

The department's approach to learning and development is underpinned by a growth mindset and maintains that all employees can grow and improve, that they should actively seek to grow and improve, and should be supported in this by their leaders and colleagues.

Learning and development is an integral part of proactive performance management.

The focus for learning and development is on ensuring foundational service delivery skills are in place,

through a comprehensive Residential Care Officer induction program and training programs to enable frontline staff to achieve the required qualification for their role.

The department has delivered training programs (including the Qualifications Pathways Program) which resulted in 125 frontline staff completing a range of qualifications, including Certificate IV in Community Services, Certificate IV in Disability, Certificate IV in Project Management Practice, Diploma of Business, Diploma in Community Services and Diploma in Leadership and Management.

A comprehensive needs analysis was undertaken in the context of the *Workforce Capability Plan 2019–23*, and consequently staff will be supported to undertake leadership development, performance management and stakeholder relationship skills development.

Recognition

Recognition is an integral part of proactive performance management.

The department held the first Annual Staff Awards on 27 November 2018. Awards included the Director-General's Award for Excellence; Client Focus Award; Collaboration Award; and Innovation Award. The staff awards recognised individuals and workgroups in achieving the department's vision of thriving communities; where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

In addition, the department recognises departmental officers' service to the Queensland Public Service and provides 15 year certificates, 25 year service medals twice a year and 30-plus year plaques for staff on separation from the department.

Agency policies and activities

The department:

- » has completed its review of all workforce policies, procedures, guidelines and Questions and Answers (The Human Resources Policy Platform)
- » has reviewed its Human Resources Delegations and Authorisations in line with the new organisational structure from 1 July 2019
- » will continue to ensure all human resources policies and delegations are current and that policies are aligned with the Queensland Public Sector directives.

Supporting work–life balance

As part of our commitment to diversity, we seek to support employees of all ages, life stages, backgrounds and abilities to maintain an optimal balance of work and life through offering a range of flexible work possibilities including:

- » **accrued time** (also known as flexi-time) — employees can work more than the standard daily or weekly hours and take the accrued time off later as a full or part day
- » **flexible start and finish times** — employees work the usual number of hours, but vary start and finish times (within agreed spread of hours)
- » **compressed hours** — a formal arrangement where normal, full-time hours are worked (i.e. 36 hours, 15 minutes a week) over fewer than normal days; this arrangement is often used to work a nine-day fortnight
- » **part-time employment** — regular predictable hours, less than full-time
- » **job sharing** — sharing the duties of one job between two or more employees
- » **leave at half-pay** — long service and recreation leave may be taken at half-pay to extend the number of days that can be taken
- » **purchased leave** — eligible employees may apply to access up to an extra six weeks leave over a year — while this is technically without salary, fortnightly salary deductions set aside money to fund the extra leave
- » **parental leave** — eligible employees are entitled to 14 weeks paid maternity/adoption leave; in addition, an employee may be granted up to two years unpaid parental leave (inclusive of the 14 weeks paid leave) to be their child’s primary carer; employees may also apply to work part-time until their children start school
- » **special leave** — an employee may be granted up to five days leave in any 12-month period that is reasonably required for an emergency situation or on compassionate grounds (for example, an employee who is affected by domestic and family violence may be granted special leave)
- » **cultural leave** — staff may access any of the leave types listed here in order to meet obligations under traditional law, customary law and family obligations, and to celebrate religious and cultural observances including, but not limited to, Rosh Hashanah, Eid al-Fitr, Orthodox Easter, Diwali, Sorry Business, NAIDOC, Mabo Day and Coming of the Light Festival; in addition, special leave without salary may be provided for up to five days cultural or religious leave each year.

Leadership development

As we negotiate the transition to the NDIS and the reshaping of our organisation, effective leadership is critical to ensure we have a positive and supportive workplace culture focused on high performance, innovation and continuous improvement.

The department’s approach to leadership development was reviewed and revised in 2018–19 resulting in the development of the Leadership Charter. This charter is based on the five leadership values of Partnership, Integrity, Recognition, Respect and Innovation, and defines our shared commitment to the leadership values, behaviours and actions expected from all of us working in our department. In 2018–19, we continued to invest in the development of our current and future leaders through a range of leadership and professional development programs aligned to the Public Service Leadership competencies.

During the year, seven staff participated in LEAD4QLD, with a further 10 staff supported to participate in the Public Service Commission's leadership programs, including People Matters – Performance Conversations.

As a White Ribbon Workplace, we are acknowledging domestic and family violence as a serious, prevalent and preventable issue that our department has zero tolerance for. This message is embedded in our department's leadership, procedures and training. As part of the White Ribbon Workplace Accreditation Program, the Executive Champions Program comprises representatives from senior executive management to demonstrate leadership in shaping our department's agenda for addressing domestic and family violence as a workplace issue.

The department participated in ANZSOG Executive Fellows program and Executive Master of Public Administration Program.

Industrial and employee relations framework

Through its various consultative forums, the department has effectively engaged with staff and unions on matters involving significant organisational change and reform, including the NDIS workforce transition up to 30 June 2019 and the new organisational structure from 1 July 2019. This approach provided opportunities for all parties to share information, raise issues and provide valuable input and suggestions to achieve improved outcomes.

The department has also actively participated in discussions with unions and relevant stakeholders in relation to a replacement agreement to the *State Government Entities Certified Agreement 2015* (Core Agreement). Through these discussions, a number of initiatives have been identified, which will be actioned through the existing consultative forums.

Through the Agency Consultative Committee (ACC), the department has developed a new Agency Consultative Framework and ACC Terms of Reference, which will support the department's business areas to facilitate consultation with unions regarding matters covered by the Core Agreement and other matters which may impact on the department's workforce.

Workplace health, safety and wellbeing

The department is committed to supporting its employee's health, safety and wellbeing. The department's *Strategic Plan 2018–2022* identifies the importance of such support to our employees through commitment to the Queensland Public Service Be Healthy Be Safe Be Well framework.

Managers are encouraged to support staff in wellbeing practices in the workplace and to be innovative in implementing team/local wellbeing activities that are consistent with operational requirements and available resources.

During 2018–19 the department:

- » supported employees injured in the course of their employment
- » supported the resilience of employees through periods of change
- » facilitated onsite Employee Assistance Services to employees impacted by transition to the NDIS
- » ensured that dedicated health and safety roles were in place at the local level
- » provided early intervention specialist support for individual employees facing difficulties that impact on their presence at work
- » delivered a Flu Vaccination Program to support the health of employees.

Code of Conduct and public sector ethics

The department is committed to protecting vulnerable Queenslanders from corrupt conduct and misconduct. We promote a culture that reflects the department’s Integrity Framework for practice.

Departmental employees are obliged to adhere to the values in the *Public Sector Ethics Act 1994*, outlined in the *Code of Conduct for the Queensland Public Service*. The ethics, principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans. They also appear in each employee’s Performance and Development Agreement.

The department regularly provided ethical decision-making education to all employees, and ensured all new employees undertook ethics-related training as part of the mandatory induction process. During 2018–19, 495 departmental employees completed ethical decision-making and Code of Conduct training.

Management of suspected corrupt conduct and misconduct

When conduct matters involving a departmental employee are reported to Ethical Standards, the matter is assessed with consideration given to the definition of corrupt conduct outlined within section 15 of the *Crime and Corruption Act 2001*. At the same time, the complaint is considered by the Ethical Standards unit in line with the *Public Interest Disclosure Act 2010*.

Ethical Standards notifies the Crime and Corruption Commission if the matter reasonably raises a suspicion of corrupt conduct. This is consistent with the requirements of the *Crime and Corruption Act 2001*. The Crime and Corruption Commission assesses issues of concern and, in some instances, refers matters back to the department for appropriate management. Ethical Standards investigates all corrupt conduct matters.

Matters that do not reach the corrupt conduct threshold are managed within the Public Service Commission’s Conduct and Performance Excellence framework. They are either investigated by Ethical Standards or sent to the appropriate delegate for management action. During 2018–19, the department managed 32 corrupt conduct matters and 116 misconduct matters.

Employee Opinion Survey

In 2018, the department's response rate to the Employee Opinion Survey was 44 per cent, with 1197 responders. The results showed strengths in job empowerment and work group relationships — our staff were appreciative of each other's efforts and were inclusive and courteous.

The survey results also highlight opportunities for improvement, including organisational fairness, workload and health, organisational leadership, learning and development, and innovation.

Staff were feeling the impacts of change, with 78 per cent of responders agreeing that our workforce had undergone significant change in the past 12 months, which was 25 per cent higher than the Queensland public sector score.

To address the results of the 2018 Employee Opinion Survey, we:

- » developed and implemented the Leadership Charter
- » developed a Workforce Capability Plan
- » established a Change Oversight Group and Change Champions network and increased engagement and communication with staff in relation to organisational change
- » developed a Diversity and Inclusion Strategy
- » enabled work groups to inform local area improvements such as capability development, communication and flexible work arrangements.

Supporting regional and frontline staff

An integral part of staff supervision is supporting staff to manage day-to-day events and stressors that impact on their wellbeing and their engagement with work. This in turn will contribute to building a supportive, positive climate in the workplace.

During 2018–19 we:

- » supported staff impacted by the NDIS transition in locations including Beenleigh, Robina, Brisbane, Cairns, Strathpine, Caboolture and Maroochydore to move to their preferred pathways
- » ensured learning, training and development opportunities were accessible to staff (for example, through a Qualifications Pathways Program and job-specific training such as first aid and tailored induction programs)
- » communicated regularly to staff on the new organisational structure (in place from 1 July 2019) and invited staff to have their say in the design process — local workplace Change Champions effectively contributed to the change and communication processes
- » provided access to support resources during a period of significant organisational change and reform to build resilience (for example, Employee Assistance Service — individual counselling services, My Coach for Managers and Change Support fact sheets).

Early retirement, redundancy and retrenchment

During the period, 477 employees received redundancy packages at a cost of \$30.941 million.

Employees who did not initiate and accept an offer of a redundancy were offered case management and support to find alternative employment placements.

Risk management

The *Financial Accountability Act 2009* requires all accountable officers and statutory bodies to establish and maintain appropriate systems of internal control and risk management.

The department's risk management program is designed to ensure that risks are identified and managed in an effective, structured and coordinated way.

To achieve this objective, the department applies the following principles to risk management:

- » **Integral part of planning, performance and accountability** — the department is controlled and governed effectively to achieve its strategic objectives and risk management is undertaken at strategic and operational levels.
- » **Ongoing oversight by senior management and executive governance boards** — departmental risks and risk matters are discussed and considered by senior governance forums, to provide assurance to the Director-General on the identification, monitoring, control and treatment of departmental risks.
- » **It creates and protects value** — risk management contributes to the achievement of the department's objectives and improving performance in governance, project management, security and the health and safety of our staff and clients.
- » **It forms part of decision-making** — risk management helps decision-makers to make informed choices, prioritise actions and identify the appropriate course of action.
- » **It is systematic, structured and timely** — risk is managed while achieving consistent, comparable and reliable results for the department.
- » **It is based on the best available information** — risk assessments are based on historical data, experience, stakeholder feedback, forecasts and expert judgement, data limitations and differing opinions.
- » **Aligned with environmental context** — risk management takes account of the department's internal and external operating environment and its risk profile.
- » **Transparent and inclusive** — there is timely involvement of appropriate stakeholders at all levels.
- » **Responsive to change** — risk management takes account of internal and external events, changes to the environmental context, results of monitoring and reviewing activities, new risks that emerge and risks that change or disappear.

Our framework aligns with the *AS/NZS ISO 31000:2009 Risk management — Principles and guidelines* and other best practice risk and resilience methodologies.

During 2018–19, the department adopted a more contemporary risk management framework that is an evidence-based approach to assessing the effectiveness of controls and the management of risks. Implementation of the new framework is continuing and once completed will result in improved reporting for governance committees and senior executives, will clearly demonstrate alignment with the department’s strategic objectives and will better support decision-makers. The department will continue to regularly review and update its enterprise risks throughout the year as an assurance that controls remain effective.

Audit and Risk Committee

The Audit and Risk Committee provides independent assurance and assistance to the Director-General on the risk, control and compliance frameworks, the department’s external accountability responsibilities, and other matters relevant to the duties and responsibilities of the committee as set out in the Audit and Risk Committee Terms of Reference and as prescribed in the *Financial Accountability Act 2009*, the *Financial Accountability Regulation 2009* and the *Financial and Performance Management Standard 2009*.

The Audit and Risk Committee operates within its approved charter, which is in line with best practice *Audit Committee Guidelines*.

Further information about the Audit and Risk Committee can be found at Appendix 1 (Governance boards and committees).

Open Data

Overview

Additional information for a number of departmental initiatives and measures is reported on the department's website at <https://www.communities.qld.gov.au> and the Queensland Government Open Data website <https://data.qld.gov.au/organization/communities-disability-services-and-seniors>.

Under the Open Data initiative, the department provides the public with access to key government information and generates market opportunities.

During 2018–19, the department published 11 datasets, with a total of 232 resources.

The department publishes and regularly updates data on the Open Data website, including information about:

- » disability and community care services
- » disability applications and tools
- » funding for people with disability
- » non-government grants and funding
- » services for seniors
- » community recovery.

The department has an Open Data governance process, which involves extensive risk assessment of datasets prior to publication to ensure identifiable data is not published.

Service procurement and grant funding provided to organisations in 2018–19 is reported through the Queensland Government Open Data website at <https://data.qld.gov.au/> and the Queensland Government Investment Portal at <https://www.qld.gov.au/about/how-government-works/state-budget-economy/investment>.

Additional reporting information (including consultancies, overseas travel, *Queensland Language Services Policy*) for 2018–19 can be found at <https://data.qld.gov.au/organization/communities-disability-services-and-seniors>.

Internal audit

The department has an internal audit function, which is independent of 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.

External scrutiny

The department is subject to a number of external reviews, including those undertaken by the Queensland Audit Office (QAO), Coroners, Crime and Corruption Commission, Queensland Ombudsman, and Public Guardian and Public Advocate.

Significant external audits and reviews of the department during 2018–19 include QAO reports tabled in the Queensland Parliament, such as the following:

Report 2: *Access to the National Disability Insurance Scheme (NDIS) for people with impaired decision-making capacity*

The objective of the audit was to assess how effectively the Queensland Government was managing the transition to the NDIS and how well prepared it was to oversee services after the transition to NDIS.

The report recommended that the department develop a statewide strategy to support people with disability to access the NDIS. The department agreed to develop a strategy that would also support the department's work in addressing one of the conclusions from a former QAO Report (14, 2017–18 *The National Disability Insurance Scheme*).

Report 3: *Delivering shared corporate services in Queensland*

The objective of the audit was to assess whether the Queensland Government's shared service providers are delivering value for money now and positioned to successfully deliver into the future.

The report recommended that each Queensland Government shared corporate service provider:

- » defines a clear strategy, acknowledging external factors (such as innovation in service delivery models and technology), user demand and future funding challenges
- » establishes an understanding of the full cost per service
- » establishes and monitors standards for volume, quality and time.

In response to the recommendations, the department, as a customer of shared corporate services via Queensland Shared Services, continues to collaborate on improvement initiatives, communicate any proposed changes to the demand for services in a timely manner, and matures performance reporting between the parties.

For a complete list of tabled reports to the Queensland Parliament in the 2018–19 financial year visit <https://www.qao.qld.gov.au/reports-resources/parliament>.

Complaints management

Our framework for managing complaints deals with:

- » telephone complaints
- » written complaints
- » face-to-face complaints.

Stage 1 – Complaints management

Frontline staff are empowered with clear delegations to resolve less serious complaints (low complexity complaints) wherever possible at first contact.

Serious complaints (medium and high-complexity complaints) are referred to either a regional office or the Complaints Unit.

All complaints are entered into the department's electronic complaints management tool.

Stage 2 – Internal review

If a complainant is dissatisfied with the management of a complaint, an internal review can be requested within 12 months of the outcome being provided to the complainant, and will be conducted by the Complaints Unit.

Stage 3 – External review

If a complainant is dissatisfied after progressing through Stages 1 and 2, they can pursue external options (for example, alternative dispute resolution, complaints agency, such as the Queensland Ombudsman, or other avenues of appeal or review).

The department takes service feedback, concerns and complaints seriously, and provides a complaints management system as per Section 219A of the *Public Service Act 2008*.

This system provides the department's clients and the general public with an opportunity to voice their satisfaction or dissatisfaction with our services.

The department endeavours to address all concerns in a timely, fair and meaningful way, and to learn lessons that can help improve our customer service, and our laws, policies and practices.

Where possible we will try and resolve the complaint at the local or regional level in the first instance, as we believe it is best to have the matter addressed closest to where the service was delivered.

The complaints management system is overseen by the Queensland Ombudsman as per the *Ombudsman Act 2001*, and is aligned with the Australian/New Zealand Standard *AS/ NZS 10002:2014 – Guidelines for complaints management in organisations*.

The department's complaints management model is a three-stage process. Complaints are managed at the local level or by the central Complaints Unit, depending on their complexity. The process includes the option of an external review.

Complaints are assessed in accordance with various laws, policies and procedures. These can be found at: <https://www.communities.qld.gov.au/about-us/our-organisation/legislation>.

In accordance with Section 219A of the *Public Service Act 2008*, information on the:

- » 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

can be found at <https://www.communities.qld.gov.au/about-us/customer-service-complaints-complaints>.

Our achievements

- » During transition to the NDIS, we continued to manage complaints about NDIS providers of prescribed services.
- » We promoted the availability of complaints services to Queensland participants in the NDIS or people who were attempting to access the NDIS.
- » We identified systemic issues relating to Queensland's transition to the NDIS and referred these issues to the Commonwealth Government.
- » We collaborated and established a close liaison with the NDIA and the NDIS Quality and Safeguards Commission.

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*, which was released by the Queensland State Archives to replace the *Information Standard 31: Retention and disposal of public records* and *Information Standard 40: Recordkeeping policies*.

During 2018–19, 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 recordkeeping awareness and process support to both central and regional staff
- » providing training and ongoing recordkeeping support to departmental staff.