

How we do it

Build on and maintain workforce capability that is outcome focussed.

Strengthen performance through contemporary governance best practice.

Deliver corporate solutions and systems that are fit for purpose.

Deliver staff engagement programs.

Embed the cultural capability framework within the department's governance mechanisms.

Maintain respectful relationships and cultural considerateness.

Partner with key stakeholders to establish effective networks that foster collaboration.

Government objective: Be a responsive government

Snapshot of achievements

35%
of our workforce identify as
Aboriginal peoples and/or **Torres Strait Islander peoples**

70%
of our workforce are women, with **40.6%**
of Senior Officer and Senior Executive Service **positions held by women**

4.3%
of our workforce are **staff with disability**

9.5%
of our workforce are from a
non-English speaking background

80%
program and project performance
against budget allocation
(Due to the impacts of the COVID-19 pandemic, and the resulting travel restrictions to rural and remote discrete communities under the Commonwealth Biosecurity Act 2015, and subsequent Chief Health Officer directions, a range of land infrastructure capital grant and land planning and other programs were unable to be fully progressed)

Strengthen capability, innovation and governance

The department is committed to building workforce capability, fostering innovation and strengthening our governance and compliance systems and processes to support the achievement of the department's vision.

Our people

Employees are our most valuable asset. Our people are a key component in leading change, through enhanced relationships and decision-making across government, to enable Aboriginal and Torres Strait Islander Queenslanders to truly thrive.

Throughout the past year, the Queensland public service values, and the department's SOLID values, provided guidance and inspiration in planning and delivering workforce initiatives that build workforce capability and strengthen staff engagement.

Strategic workforce planning and performance

The department's *Strategic Workforce Plan 2016–2021* supports the achievement of the department's vision and is designed to guide the department's executive officers and managers to develop an agile, high performing, professional and innovative workforce that is able to meet the department's current and future business needs.

The plan is based on five key objectives:

- strengthen staff capability, leadership and performance
- create a culture of excellence and innovation
- reinvigorate how we engage with, support and reward our staff
- harness the benefits and power of workforce diversity
- ensure our staff remain healthy, safe and well.

Across the department, our employees are committed to delivering improved outcomes for Aboriginal and Torres Strait Islander Queenslanders. Departmental staff recognise the opportunities that arise from emerging challenges and changes in the operating environment. By continuing to explore and implement innovative approaches to leadership, we are identifying new and creative ways of working to deliver improved outcomes for Aboriginal peoples and Torres Strait Islander peoples.

The Strategic Workforce Plan is implemented at all levels of the department through the Operational Plan and business unit plans.

Our strategic workforce highlights

- Introduction of project management approaches such as the Agile methodology and the enhanced use of collaborative platforms including SharePoint and Microsoft Teams

- The Public entities and the *Queensland Human Rights Act 2019* module is now included in the department's mandatory training for staff
- Regional Directors and managers completed the Stepping Up – front line Managers training to build on existing capabilities
- Current cultural capability training through the Starting the Journey training package, which is available to all agencies as a whole-of-government resource
- The department continues to expand its workforce involvement in White Ribbon Day events and domestic and family violence training.

Learning and development opportunities

During 2019–2020, the department focussed on learning and development to increase staff capability in key priority areas. The department provided staff with a wide range of learning and development opportunities, including opportunities to undertake secondments in the broader public sector and opportunities to perform in higher duties within the department.

Throughout the year, staff also participated in a wide range of training courses, workshops and conferences designed to support a positive workplace culture and promote resilience in response to the challenges of COVID-19. These included: Developing Resilient Leadership, Disability Awareness, Everyday coaching skills for better conversations, and COVID-safe Workplace Training for Queensland Public Sector Employees.

Leadership and management capability

The department's commitment to developing staff capability to meet current and future business needs was achieved by supporting employees to undertake a range of leadership and management courses and training opportunities.

During 2019–2020, staff were supported to undertake the following leadership and management courses and training opportunities:

- Performance Conversations and Performance Management
- Public Interest Disclosure Assessment and Management
- Stepping Up – Front Line Managers
- Benestar – Mental Health and Wellbeing at Work during COVID-19 for Leaders.

Managing performance

The department's ongoing approach to performance management is based on a continuous cycle of setting performance criteria, monitoring and assessment, feedback, achievement planning, and learning and development activities.

Achievement and Capability Plans were used to provide an opportunity for supervisors and their staff to discuss performance expectations, how their role links to the department's goals, and the immediate and future career goals for the employee. They also provided a prompt for regular, structured discussions about performance expectations.

Attraction and retention strategies

The department is focussed on attracting, retaining and building a high-performing workforce that is inclusive and diverse.

In May 2019, the Public Service Commission, in partnership with the Department of Aboriginal and Torres Strait Islander Partnerships, launched a staged implementation of the Aboriginal and Torres Strait Islander Career Pathways Service in response to research identifying a gap of 400 Aboriginal and Torres Strait Islander representatives at the Ao8 level and above.

The service was designed to support the progression of Aboriginal and Torres Strait Islander public sector employees into leadership and decision-making roles. Through partnering with Queensland Government agencies, the pathway service provides support for individuals to progress their career through cross-agency learning and development opportunities, access to leadership events, networking and mobility opportunities.

In February 2020, the CEO Leadership Board endorsed the extension and expansion of the service, enabling the Aboriginal and Torres Strait Islander Career Pathways Service to reach a total of 400 participants across the sector by 2022.

In addition, during 2019–2020, the department continued to welcome and engage new employees through the department's induction program, which provides an introduction to the department's role and responsibilities. The department also continued to implement its Cultural Capability Action Plan, and provided staff with flexible working arrangements to help them achieve a better work-life balance.

Recognising our staff

The Staff Excellence Awards celebrate the department's SOLID culture and recognises staff who model the SOLID values in the way they conduct themselves, execute their work, and contribute to creating a supportive and inclusive organisation built on trust. On 21 November 2019, we celebrated and recognised the work of 46 staff members who were nominated for awards.

The Staff Excellence Awards include seven awards—one for each SOLID value in addition to the inaugural Culture Award, and the Director-General Excellence Choice Award. The program acknowledges staff who go above and beyond their role to deliver programs and services to Aboriginal and Torres Strait Islander Queenslanders. The program enables staff to nominate a staff member or team for a shout-out via the monthly Human Resources Update or for a Staff Excellence Award.

Employee health, safety and wellbeing

The department is committed to providing and maintaining a safe, healthy and supportive work environment at all times. The objectives of our Health, Safety and Wellbeing Policy and related procedures and guidelines are to:

- establish and maintain a workplace that is free from risks to the health, safety and wellbeing of individuals
- maintain a workplace in which employees strive for optimum levels of wellbeing
- detail the agreed employer or employee responsibilities, including responsibilities for reporting workplace hazards and incidents.

During 2019–2020, a number of measures were implemented to improve workplace health, safety and wellbeing across the department. These included:

- providing ongoing employee support through the department's Employee Assistance Program, including Manager Assist and on-site employee support, delivered by Benestar
- producing weekly Feel Good Friday emails to promote a positive workplace culture as well as a monthly Human Resources Update to ensure staff are kept informed about human resource matters
- introducing Habit At Work, an online educational tool promoting self-help and problem-solving for the prevention and management of discomfort, pain and injury
- training and resources in order to better support staff impacted by domestic and family violence
- hosting weekly all staff online forums led by the Director-General and other senior leaders, to ensure staff stay connected during COVID-19, to share best practice advice, to celebrate success, and to provide direct access to information from senior leaders.

Workforce profile

As at 30 June 2020, the department had 292.56 full-time equivalent (FTE) employees. Of the full-time equivalent employees, 77.2 per cent were permanent staff, 20.3 per cent temporary staff, 2.2 per cent contract staff and 0.3 per cent casual staff.

The department's annual separation rate was 5.5 per cent as at 30 June 2020.

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

Workforce diversity

35 per cent of the workforce identify as Aboriginal and/or Torres Strait Islander people.

4.3 per cent of the workforce are staff with disability.

70 per cent of the workforce are women, with 40.6 per cent of Senior Officer and Senior Executive Service positions held by women.

9.5 per cent of the workforce are from a non-English speaking background.

Graduate, traineeship, scholarship and cadetship programs

During 2019–2020, two graduates and four trainees were employed within the department.

The department continues to work in partnership with the Public Service Commission to advance the Aboriginal and Torres Strait Islander Career Pathways Service. During the COVID-19 pandemic, two participants secured secondment contracts—one in another Queensland Government agency and the other within the Commonwealth Government.

Employee induction and training

All new employees undertake an induction process, which is designed to:

- ensure a smooth transition into the department and work environment
- provide information on employment conditions and entitlements
- help new starters to understand the responsibilities and behaviours expected of them by the Queensland Government and the department
- provide an understanding of the function and operations of the department, as well as the business group or work unit.

All employees, including new employees, are required to undertake a number of mandatory online courses through the department's iLearn site to ensure they have the necessary skills and knowledge to deliver effective and efficient services.

During 2019–2020, the following mandatory training modules were offered to employees:

- Conflict of Interest and Other Employment
- Ethical Decision-Making and Code of Conduct
- Fraud and Corruption Control
- Information Privacy
- Information Security
- Information Security Management System
- Internal Controls and Financial Responsibilities
- Introduction to Records Management
- Public Entities and the *Queensland Human Rights Act 2019*
- Recognise, Respond, Refer – Domestic Violence in the Workplace
- Risk Management
- Starting the Journey
- Building Emergency Procedures.

Workforce response to COVID-19

Employees across the public service have contributed to the COVID-19 pandemic response in a range of ways. Departmental employees have contributed to this effort, to ensure continuity and access to government services by:

- allocating liaison officers to each Local Disaster Management Group to support them in resolving critical issues impacting First Nations Queenslanders
- facilitating communication of local concerns and issues when the Commonwealth Government's Biosecurity Determination came into effect from 26 March 2020 in specific remote and discrete communities, through to the transition to the Chief Health Officer Directions on 12 June 2020
- continuing to deliver essential services in line with normal arrangements where appropriate
- performing different roles and work within the agency to help respond to emerging needs
- performing work in another agency through the whole-of-sector Queensland Government COVID-19 employee mobilisation service
- performing work to assist the State Disaster Coordination Centre operations and reporting.

The department's COVID-19 communication strategy, in alignment with Queensland Health and whole-of-government advice, delivered a program of culturally responsive and appropriate information and key messaging to ensure factual and consistent information was available to remote and discrete Aboriginal and Torres Strait Islander communities. Information provided on the department's website addressed the following areas of priority:

- travel restrictions to remote communities
- health information
- domestic and family violence
- Sorry Business and funerals
- support for business and workers
- business operations
- COVID-19 pandemic resources and web-links.

The department's COVID-19 pandemic response was supported by regular interdepartmental teleconferences, led by the department, with the Mayors and the Chief Executive Officers of Aboriginal and Torres Strait Islander Councils and other councils across Queensland, to hear their concerns first hand. Teleconferences enabled timely and effective responses to the issues and concerns raised by Mayors and helped to build mutually beneficial relationships within each affected community. These coordinated efforts contributed to the result of no confirmed COVID-19 cases in Queensland's remote and discrete Aboriginal and Torres Strait Islander communities as at 30 June 2020.

Upholding Human Rights

The department is committed to embedding the Queensland *Human Rights Act 2019* within all aspects of decision-making, policies, processes and practices to ensure an organisational culture that respects, protects and promotes all human rights.

During 2019–2020, the department:

- participated in the inter-departmental working committee to promote discussion and increase understanding about the scope and meaning of human rights as it applies to daily business, professional conduct, policy and legislation
- implemented the department's project plan towards full compatibility with the Queensland *Human Rights Act 2019*. This plan will ensure that the department continues to progress the implementation of key activities, including to review and report on work undertaken by the department
- delivered the *Human Rights Act 2019* training through iLearn modules resulting in 92 per cent of staff completing the mandatory training modules by 30 June 2020
- established a new complaints portal and information page on the department's intranet site that provides more information about human rights
- implemented external awareness activities including emails to departmental stakeholders, social media on *deadly stories* Facebook and LinkedIn about the introduction of the *Human Rights Act 2019* and training delivered by the Human Rights Commission
- delivered an employee awareness campaign, including promoting the video-based speaker series, newsletter features, posters in regional offices and internal social media on Yammer.

Human Rights Complaints

There were no recorded human rights complaints received by the department since the commencement of the *Human Rights Act 2019* on 1 January 2020.

Reviews

The department has undertaken a review process of policies, procedures and services for their compatibility with human rights. Key activities included:

- review and update of the department's internet pages related to complaints, the *Human Rights Act 2019* and public interest disclosures
- reviewed statement on respecting and upholding human rights within the department's *Strategic Plan 2019–2023*, as required for financial year 2020–2021
- commencement of a review of the department's administered legislation.

Corporate governance arrangements

Corporate planning and performance

The department's Planning and Performance Management Framework is a single overarching framework that identifies the key elements for driving policy, program and service delivery improvements that create value for Aboriginal and Torres Strait Islander Queenslanders and our stakeholders. These elements include planning, measuring performance, and internal and external reporting.

The framework responds to the requirements of the Queensland *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the *Public Sector Ethics Act 1994*.

During 2019–2020, the department identified new opportunities to drive performance improvements through the implementation of the DATSIP Planning and Performance Management Framework. These included:

- strengthening the alignment between the department's strategic and operational planning through the development of a department-wide operational plan and risk register
- continuing to strengthen the department's performance reporting on service standards in the Service Delivery Statement through revised service standards and data dictionaries
- reviewing and updating corporate reporting templates and processes to streamline performance reporting and facilitate staff engagement
- continuing to use information technologies to improve staff collaboration and engagement in corporate planning and reporting.

Strategic and operational planning

The department's *Strategic Plan 2019–2023* sets the four-year strategic direction for the department to achieve its vision of Aboriginal and Torres Strait Islander Queenslanders thriving culturally, socially and economically, and to deliver on the *Our Future State: Advancing Queensland's Priorities*. DATSIP's plan was developed in accordance with the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

Commitments in the strategic plan were reflected in the department's operational plans and related risk registers.

Public Sector Ethics

The *Code of Conduct for the Queensland Public Service* (the Code of Conduct) is based on the ethics, principles and associated set of values prescribed by the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each of the ethics' principles, namely:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The Code of Conduct applies to all departmental employees including volunteers, students, contractors, consultants and anyone working in any other capacity for the department. Adherence to the Code of Conduct is another way in which the department demonstrates its ethical leadership in how it performs its role.

During 2019–2020, departmental staff were able to access the Code of Conduct and a range of supporting resources through the department's intranet site. New employees also completed the online Code of Conduct training via iLearn as part of their induction process.

The assessment and investigation of serious complaints are referred to and managed by the Ethical Standards Unit within the Department of Communities, Disability Services and Seniors through a Memorandum of Understanding. Where appropriate, matters are referred to the Queensland Crime and Corruption Commission.

Risk management

The department's risk management framework provides the management approach, principles and processes for managing risk within the department in accordance with the *Financial Accountability Act 2019* and Queensland Treasury's whole-of-government risk management guidelines 2009. The framework ensures risk treatments are defined in response to the department's risk appetite. This ensures that identified risk events that might impact on the delivery of the department's strategic objectives, are embedded within the department's culture and practices.

During 2019–2020, the department conducted an in-depth review of its strategic and operational risks to reflect the new strategic direction within the *2019–2023 Strategic Plan*. This resulted in the development of a new strategic risk register and a department-wide operational risk register aligned with the department's risk appetite.

Fraud and corruption control

The department is committed to an organisational culture where any act of fraud or corruption is not tolerated. This commitment requires that staff act ethically and professionally in their dealings with other staff, clients and service providers.

The department's Fraud and Corruption Control Policy and Procedure are published on the department's intranet site. Staff are encouraged to report any suspected fraudulent or corrupt activities through a range of avenues cited on the department's intranet site.

External scrutiny

The Auditor-General, supported by the Queensland Audit Office and in accordance with the *Queensland Auditor-General Act 2009*, conducts the financial and performance audits of the department.

During 2019–2020, the Queensland Audit Office continued with its audit review program and progressively released its performance reports.

The department provides quarterly reports to the Queensland Public Service Commission in relation to work performance matters. The department will provide the 2019–2020 conduct and performance data to the Commission for publishing on the Queensland Government website by 30 September 2020.

Internal audit

The internal audit function for the department is sourced directly from the Internal Audit Unit within the Department of Communities, Disability Services and Seniors. This arrangement enables the department to leverage its limited resourcing for internal audit and gain the benefits of access to a full internal audit team with significant experience in the department's business.

Internal Audit provides an independent and objective assurance and consulting service designed to add value and improve the operations of the department. It undertakes strategic and annual planning based on a risk assessment of the department's current business activities in accordance with the *Queensland Financial and Performance Management Standard 2019*.

In 2019–2020, the department's *Strategic Internal Audit Plan 2019–2020* was developed to focus on the higher risk business units and projects where internal audit and assurance activities will provide the most value.

Information systems and recordkeeping

The department's information and communication technology enabled business initiatives are provided by the Department of Child Safety, Youth and Women as part of an overarching Memorandum of Understanding for the provision of corporate services.

The department meets the accountability requirements of the *Queensland Public Records Act 2002* and complies with the General Retention and Disposal Schedule to maintain accurate records for accountability and business continuity.

Cultural Capability Action Plan 2018–2021

The *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2018–2021: Embedding Aboriginal and Torres Strait Islander cultural capability in our business* sets out the pathway and action for how we are implementing the *Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework*.

The department's *Cultural Capability Action Plan 2018–2021* is a statement of integration and transformation of cultural capability and knowledge into our work practices and governance mechanisms.

The department continues to take significant steps forward in building its cultural capability. With 35 per cent of DATSIP staff identifying as Aboriginal and/or Torres Strait Islander, our department is very well positioned to continue to strengthen its cultural capability and to provide a strong whole-of-government leadership role in building cultural capability across the public sector.

As at 31 December 2019, 90 per cent of actions within the department's Cultural Capability Action Plan were completed or on track for completion within agreed timeframes, and ten per cent were partially completed or not yet commenced. Due to revised reporting arrangements, data for the 2019–2020 financial year will be collected in the first quarter of the 2020–2021 financial year.

Key achievements

During 2019–2020, achievements included:

- evidence of the significant shift towards the department's co-design agenda with Aboriginal peoples and Torres Strait Islander peoples, in line with the department's vision within the *2019–2023 Strategic Plan*. This included:
 - funding 31 Aboriginal and Torres Strait Islander Language grants in partnership with the Department of Education
 - facilitating and supporting 61 community-based NAIDOC week events through grant funding
 - conducting 24 statewide Path to Treaty consultations to further understand community perspectives on the future progress for a Treaty in Queensland
 - developing and launching the foundation cultural capability training package *Starting the Journey*.

Open data

For additional 2019–2020 reporting information related to consultancies, overseas travel, and Queensland Language Services Policy visit: www.data.qld.gov.au/organization/aboriginal-and-torres-strait-islander-partnerships

Future directions

In 2020–2021, our department will continue to strengthen its capability, innovation and governance arrangements.

Build on and maintain workforce capability that is outcomes focussed to consistently deliver service expectations.
Strengthen performance through contemporary governance best practice.
Deliver corporate solutions and systems that are fit for purpose, managed and streamlined in a consistent manner.
Deliver staff engagement programs.
Embed the cultural capability framework within the department's governance mechanisms.
Maintain respectful relationships and cultural considerateness that promote trust and accountability to achieve results.
Partner with government agencies, industry and the broader community to establish effective networks that foster collaboration.
Support the Queensland government's COVID-19 response and recovery plans by: <ul style="list-style-type: none"> continuing to work with Aboriginal and Torres Strait Islander leaders in remote and discrete communities to address community and economic recovery priorities developing a model for continuing the COVID-19 relationship with remote councils, with linkages to Local Thriving Communities continuing regular communication with councils to discuss emerging COVID-19 concerns in remote and discrete Aboriginal and Torres Strait Islander communities, as a priority for the Queensland Government.

2020–2021 PERFORMANCE MEASURES	2020–2021 TARGETS
Workplace diversity – Aboriginal and Torres Strait Islander staff	35%
Workplace diversity – female staff at Senior Executive Service level	50%
Workplace diversity – staff with disability	4.5%
Workplace diversity – staff from a non-English speaking background	9.7%
Cultural Capability Action Plan deliverables implemented	100%
Reconciliation Action Plan deliverables implemented	100%
Performance against budget allocation	99%