

QUEENSLAND CHILD PROTECTION
COMMISSION OF INQUIRY

STATEMENT OF NICOLA LINSEY JEFFERS

I, **NICOLA LINSEY JEFFERS**, of c/- Level 10, Suncorp Plaza Building, 61 Sturt Street, Townsville in the State of Queensland, Acting Regional Executive Director, solemnly and sincerely affirm and declare:

ROLE

1. I am acting as Regional Executive Director, North Queensland (NQ) Region, Department of Communities, Child Safety and Disability Services (the department) between the period 10 September 2012 up to and including 1 October 2012.
2. I hold a Bachelor of Arts in Psychology from the University of Central Queensland and am currently completing my Executive Masters of Business Administration at Queensland University of Technology.
3. My substantive position is Regional Director, Child Safety Services, North Queensland Region, Department of Communities, Child Safety and Disability Services. I was appointed to this position in August 2012. Prior to this position I was the Regional Director for North West Services. I have worked in Human Services over the last 18 years holding senior positions in Non Government, Local Government and State Government services.

INTRODUCTION

4. The following statement provided is in response to the summons requesting written information which was issued to the Director-General, Margaret Allison, by the Honourable Timothy Francis Carmody of the Queensland Child Protection Commission of Inquiry, reference number 1998563.
5. The information provided has been done so on the advice from the relevant business units responsible for management of the applicable areas.
6. The information contained within the attachments of this statement is **NOT FOR PUBLIC RELEASE**.

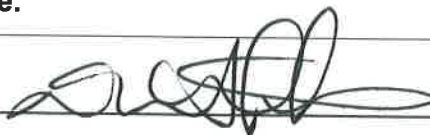
QUESTIONS

Heading 7 – Reporting

Could you please provide a copy of any report written by a child safety service centre manager, a regional planning and partnership officer (or equivalent departmental officers), compiled between 1 July 2009 and 30 June 2012 that identifies critical issues in relation to the delivery of child protection services in each of the relevant regions.

7. ADG_MFA COM00156-2012 – Organisational and position changes within the Townsville, Aitkenvale and Bowen Child Safety Service Centres, North Queensland Region (attachment 5). **This attachment is not for public release.**

Signature of witness to Inquiry



Signature of person witnessing statement



Request No. 1998563



8. Project Initiation Document for the Bowen CSSC Re-structure/Townsville and Aitkenvale CSSC Boundary Change (attachment 6). **This attachment is not for public release.**

Declared before me at Townsville this 20 day of September 2012.

Signature of witness to Inquiry



Signature of person witnessing statement





Request No. 1998563



Attachment Marking

The preceding eight pages is the annexure mentioned and referred to as ATTACHMENT 5
in the statement of Ms Nicola Jeffers taken on 20/09/2012


Signature of witness to Inquiry
Signature of person witnessing statement

NOT FOR PUBLIC RELEASE

The information contained within this document is **not** for public release.

Directorate/Office: Regional Service Delivery Operations

Directorate Reference No: NQ120005

Region/Office: Child Safety Youth and Families, North Queensland Region

System Reference No: COM 00156-2012

☐ Confidential

☒ Routine

☐ Urgent

ACTING ASSOCIATE DIRECTOR-GENERAL
REGIONAL SERVICE DELIVERY OPERATIONS

☒ Memorandum for Approval

☐ Briefing Note for Information

SUBJECT

- Organisational unit and position changes within the Townsville, Aitkenvale and Bowen Child Safety Service Centres, North Queensland Region.

Program Owner: N/A	Office in Charge of Property Delivery: N/A
Officer in Charge of NGO Contracting: N/A	Regional Service Delivery Responsible Officer: Mr Matthew Lupi Regional Executive Director North Queensland Region

RECOMMENDATIONS

- That the Associate Director General:
 1. approves the movement of Bowen Child Safety Service Centre and positions within the Bowen, Townsville and Aitkenvale Child Safety Service Centres as detailed in Attachment 3
 2. signs the attached Position Details form with attached spreadsheet (Attachment 2)
 3. signs the attached Organisational Unit Details form (Attachment 4).

NOTED / ~~APPROVED~~ / NOT APPROVED



JAN METCALFE
A/Associate Director General

13/1/2012

COMMENTS:

BACKGROUND

- On 1 July 2009, the Bowen branch office was reinstated as a child safety service centre (CSSC) with a staffing allocation of eight recurrent funded positions.
- The Bowen CSSC has had difficulties in attracting and retaining a full compliment of experienced staff, particularly at the manager and team leader level.
- A review recommending the Bowen CSSC become a sub-office of the Townsville CSSC, has been supported by the Regional Executive Director, North Queensland Region.
- In addition to the review, it was identified boundaries between the Townsville and Aitkenvale CSSC's need to be realigned in order to evenly distribute cases which would result in the Aitkenvale CSSC becoming a four team office.
- The goal of the review is to ensure that the Townsville CSSC has a manageable workload, that staffing numbers across both offices are appropriate, enables sharing of specialist resources, and contributes to improved service delivery to clients.

KEY ISSUES

- The boundary realignment between the Townsville and Aitkenvale CSSC's will result in both offices consisting of four teams.
- The proposed boundary realignment will result in approximately 65 cases being transferred from the Townsville CSSC to the Aitkenvale CSSC.
- Based on the workload formula, the following recurrently funded positions will be required to be transferred from the Townsville CSSC to the Aitkenvale CSSC to meet service delivery to clients and casework requirements:
 - 1 x P05 Team Leader (P/N 7021963)
 - 3 x P02/P03 Child Safety Officers (P/N 7009114, 1046464, 1003208)
 - 1 x A02 Administration Officer (P/N 7009880).
- With the Bowen CSSC becoming a sub-office of the Townsville CSSC, it has identified the following recurrently funded position will be transferred from Bowen CSSC to Aitkenvale CSSC to meet service delivery to clients and case work requirements:
 - A04 Child Safety Support Officer (P/N: 7022937).
- Having the Bowen CSSC reporting to the Townsville CSSC will require the organisational structure to be changed to reflect this.

CULTURAL IMPACT

- It is envisaged there will be no direct cultural impacts for Bowen branch office as the Townsville CSSC has 2 x A04 Child Safety Support Officers who will provide cultural support.

FINANCIAL IMPLICATIONS / GST

- There are no financial implications with the transfer of these positions as all positions are recurrently funded.

CONSULTATION

Internal Consultation

- Ms Michelle Greenhill, Senior Business Support Officer, HR Business Management
- Mr Trevor Riding, Manager, Business Support, HR Business Management

External Consultation

- Not applicable.

	Name	Ph (Work)	Ph (Mobile)	Date endorsed
Author: A/Office Manager, CSYF, NQR	Mary Creswell	4799 7527	N/A	15/12/2011
Regional Director: CSYF, NQR	Terry Cronin	4799 7943	0407 657 890	04/01/2012
Regional Executive Director: NQR	Matthew Lupi	4760 7335	0412 387 895	04/01/2012
Information Officers: Carolyn Ruddy, Tony McGuire, Sharon Galeano, Simon Stewart, Susan Lagana, Mary Cresswell, Terry Cronin, Jane McAuliffe				
File path: U:\RSDO\PPR\BM\Corrol\2012\North Queensland\NQ120005				

ATTACHMENTS

- Attachment 1 – Project Initiation document
- Attachment 2 – Position Details form
- Attachment 3 – Position Details spreadsheet
- Attachment 4 – Organisational Unit Details form

	Name	Ph (Work)	Ph (Mobile)	Date endorsed
Author: A/Office Manager, CSYF, NQR	Mary Creswell	4799 7527	N/A	15/12/2011
Regional Director: CSYF, NQR	Terry Cronin	4799 7943	0407 657 890	04/01/2012
Regional Executive Director: NQR	Matthew Lupi	4760 7335	0412 387 895	04/01/2012
Information Officers: Carolyn Ruddy, Tony McGuire, Sharon Galeano, Simon Stewart, Susan Lagana, Mary Creswell, Terry Cronin, Jane McAuliffe				
File path: U:\RSDO\PPR\BM\Corro\2012\North Queensland\NQ120005				

Position Details



Queensland Government

Department

☐ Communities (CYJS) ☒ Child Safety Services ☐ Disability Services ☐ Sport and Recreation

1. Action

Choose either A or B and then fill out the corresponding information:

☐ A. Create

Specified ☐ Identified ☐ Rural & Remote ☐

OR

☐ New permanent, temporary or casual position

☐ Unassigned position

☐ Tick when Budget Review Committee approval is required. BRC Approval is required when creating recurrent and non-recurrent positions OUTSIDE core allocated budget.

☒ B. Change

Position number

See attached list

☒ Change existing position details

☐ Delimit an existing position

☐ Extend end date of temporary position

☐ Tick when BRC approval is required. BRC approval is required when the following establishment changes are made OUTSIDE the core allocated budget:

- an increase in FTE in either permanent or temporary position;
- extension to temporary position end date;
- conversion of a temporary position to a permanent position;
- reclassification of permanent and temporary positions;
- creation of temporary positions that are externally funded.

Refer to the HR Policy 'Establishment management' for detailed information on BRC approval requirements. Some Service and Program areas may have specific local requirements regarding approval and delegate processes in addition to the minimum requirements described in the policy, please refer to your Business Management Unit for this information.

2. Position Information

To change existing position details, only complete the fields that need to be amended.

Job description number

Position title

Date effective

5 / 12 / 2011

Org Unit number

Org Unit details (Lowest level org unit)

Location

Reports to

Position number

Title

see attached list

see attached list

Direct Line Supervisor of (If necessary attach a separate page listing all positions)

Position number

Title

Position number

Title

Is this a Shift Position

Yes ☐

No ☒

Award

Public Service

Classification (Planned Compensation)

Fulltime, Part Time, Casual (Employee Sub Group)

Cost Centre

See attached list

Funding Type and FTE (Indicate funding type with an "X" FTE & end date must be entered - all non-recurrent positions must have end date)

Recurrent ☒ FTE see attached list

Non-recurrent ☐ FTE

End date

MOHRI Service Delivery Code - A MOHRI code needs to be provided for all new positions by HR Systems and Reporting, HR&ES. Please email a copy of this form, with a request to provide the MOHRI code to: Mailbox HR Reporting & Systems. When the code has been provided complete this section.

Corporate Service Process Code

Additional Comments (including reason for request and source of funding)

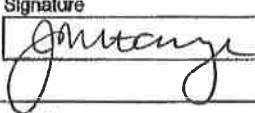
Bowen/Townsville/Aitkenvale boundary realignment

3. Authorisations

Contact Officer Details

Name	Title	Phone number
Terry Cronin	Regional Director	(07) 4799 7943
Email address	Signature	Date
Terry.Cronin@communities.qld.gov.au		9 / 11 / 11

Delegated Approval

Name	Title	Phone number
JAN METCALFE	Associate Director General	(07) 3224 2936
Delegation Level	Signature	Date
2		13 / 1 / 12

Please forward this form to: The George Street, Establishment Team, Employee Services,
Shared Service Agency

Post: GPO Box 162, Brisbane 4000
Email: HRLSGeorgeEstablishment@ssa.qld.gov.au
Phone: (07) 3006 7586
Fax: (07) 3006 7583

Position redistribution

Region	Existing Position Number	Position Title	Organisational Unit Number	Organisational Unit	Location	Position number reports to	Cost Centre	New Funding Type	New FTE	New Position Number
Changes										
North Old	7009860		50002818	Aitkenvale Child Safety Service Centre	Townsville	7023452	71748			
	7021963		50002818	Aitkenvale Child Safety Service Centre	Townsville	7022166	71748			
	7009114		50002818	Aitkenvale Child Safety Service Centre	Townsville	7022166	71748			
	1046484		50002818	Aitkenvale Child Safety Service Centre	Townsville	7022166	71748			
	1003208		50002818	Aitkenvale Child Safety Service Centre	Townsville	7022166	71748			
	7022937		50002818	Aitkenvale Child Safety Service Centre	Townsville	7022166	71748			



This form is used to create, change or delimit an organisational unit

Department

☐ Communities (CYJS) ☒ Child Safety Services ☐ Disability Services

Details

Create ☐ (Complete all sections) Change ☒ (Includes name changes and changes to reporting relationships) Delimit ☐ (Complete section 1 only)

Date effective from 05 / 12 / 2011

1. Organisational Unit Details

To change existing organisational unit details, only complete the fields that need to be amended

Unit Name

Bowen Child Safety Service Centre

Unit Number (not required if creating a new organisational unit)

50002827

2. Organisational Unit Relationships

Reports to (organisational unit name)

Townsville Child Safety Service Centre

Number

50002817

Units reporting directly to it (organisational unit name/s)

Number

3. Organisational Unit address

Physical location

Postal address

Phone Number

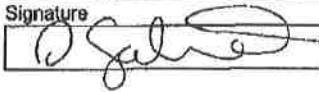
()

Fax Number

()

4. Authorisations

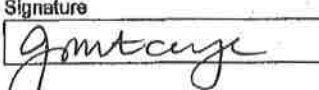
Contact Officer Details

Name	Title	Phone number
Sharon Galeano	Office Manager	(07) 4799 7752
Email address	Signature	Date
Sharon.Galeano@communities.qld.gov.au		9 / 11 / 11

Recommendation

Name	Title	Phone number
Terry Cronin	Regional Director	(07) 4799 7943
Email address	Signature	Date
Terry.Cronin@communities.qld.gov.au		9 / 11 / 11

Authorisation/Delegated Approval


Name	Title	Phone number
JAN METCALFE	Associate Director General	(07) 3224 2936
Email address	Signature	Date
		13 / 11 / 12

Please forward this form to: The George Street, Establishment Team, Employee Services,
Shared Service Agency


Post: GPO Box 152, BRISBANE, QLD, 4000
Email: HRLSGeorgeEstablishment@ssa.qld.gov.au
Phone: (07) 3006 7586
Fax: (07) 3006 7583

Attachment Marking

The preceding 21 pages is the annexure mentioned and referred to as ATTACHMENT 6
in the statement of Ms Nicola Jeffers taken on 20/09/2012



Signature of witness to Inquiry



Signature of person witnessing statement



Lite Project Initiation Document for the Bowen CSSC Re-structure/Townsville and Aitkenvale CSSC Boundary Change

Prepared by	Title	Workgroup	Agency Name
Simon Stewart	A/Project Officer	North Queensland Regional Office	Department of Communities

Document Details

Version No	Version Date	Status	Amendment Description	Signoff
0.1	23/09/2011	Draft	Initial Draft	<i>See Section 2 for Approvals</i>
0.2	30/09/2011	Draft	Final Draft	

Note: Version 1.0 is the original approved version by the Project Executive/Sponsor. Any subsequent approvals to changes in the Lite PID shall be numbered consecutively.



Table of Contents

1	PURPOSE.....	3
2	PROJECT BOARD SIGN-OFF	3
2.1	PROJECT BOARD	3
2.2	CONSULTATION LIST	4
3	PROJECT DEFINITION	5
3.1	BACKGROUND	5
3.2	PROJECT OBJECTIVES	ERROR! BOOKMARK NOT DEFINED.
3.3	PROJECT SCOPE	6
3.3.1	INCLUSIONS	6
3.3.2	EXCLUSIONS	7
3.4	ASSUMPTIONS	7
3.5	CHALLENGES	7
4	PROJECT ORGANISATION	ERROR! BOOKMARK NOT DEFINED.
4.1	PROJECT ROLES AND RESPONSIBILITIES	8
5	BENEFITS AND RELATED INITIATIVES.....	9
5.1	PROJECT BENEFITS/OUTCOMES	9
5.2	RELATED PROJECTS/PROGRAMS/INITIATIVES	10
6	PROJECT PLAN.....	11
6.1	IMPLEMENTATION PLAN	11
6.2	RISKS	11
7	PROJECT FINANCIALS.....	14
7.1	PROJECT FUNDING	14
7.2	SUMMARY PROJECT COSTS.....	14
8	PROJECT CONTROLS	15
8.1	REPORTING	15
8.2	TOLERANCE	ERROR! BOOKMARK NOT DEFINED.
8.3	MANAGING CHANGE/ISSUES	15
8.4	COMMUNICATION PLAN.....	15
APPENDIX 1 – IMPLEMENTATION PLAN.....		17

1 Purpose

The Lite Project Initiation Document (PID) is a planning document and once signed, forms the baseline for the project against which progress will be measured.

The following components of the document are dynamic and will be reviewed and updated on a regular basis.

- Project Schedule
- Quality plan
- Risk plan

2 Project Board Sign-off

Sign off on this Lite Project Initiation Document by the Project Board means that:

- The project scope is accurate and complete, the project organisation has been sufficiently defined, the acceptance criteria is agreed by involved parties, the project schedule is appropriate and the resources will be made available for the duration of this project;
- The activities conducted to date on the Project and the current state of the Project are satisfactory;
- The risks identified in the plan are understood and accepted;
- All Initiation documents supplied to the Project Board have been reviewed and are agreed (Draft to be reviewed and considered);
- Approval will be sought for the Project Team to proceed as detailed in the Project Implementation Plan (refer to Appendix 1)

2.1 Project Board

Position	Signature	Date
Project Sponsor/Executive Terry Cronin Regional Director North Queensland Regional Office		
Senior User Tony McGuire A/Manager Townsville CSSC		
Senior User Carolyn Ruddy Manager Aitkenvale CSSC		
Senior Supplier Sue Lagana RIS Manager/A/Manager Bowen CSSC		



2.2 Consultation List

The following table indicates parties consulted in the preparation of this document.

Name	Position	Organisation Unit
Terry Cronin	Regional Director	North Queensland Regional Office
Susan Lagana	A/Manager	RIS and Bowen CSSC
Sharon Galeano	A/Office Manager	North Queensland Regional Office
Dean Lynch	Senior HR Advisor	North Queensland Regional Office
Jeanette Mackintosh	Manager	Thuringowa CSSC
Carolyn Ruddy	Manager	Aitkenvale CSSC
Anthony McGuire	A/Manager	Townsville CSSC
Michelle Lemon	Team Leader	Townsville CSSC
Debra Treasure	A/Team Leader	Townsville CSSC
Lana La Fauci	Team Leader	Townsville CSSC
Hayley Jones	A/Team Leader	Townsville CSSC
Lauren Elmazis	A/Business Support Officer	Townsville CSSC
Steven Cannon	A/Team Leader	Bowen CSSC
Rachael Martin	A/BSO	Bowen CSSC
Alex Donaldson	A/Info and Administration Officer	Bowen CSSC
Marion Tuttle	A/Info and Administration Officer	Bowen CSSC
Kate Barrowclough	A/Child Safety Officer	Bowen CSSC
Michelle Arendale	Child Safety Officer	Bowen CSSC
Erin Beaton	Child Safety Officer	Bowen CSSC
Helen Dawe	Child Safety Support Officer	Bowen CSSC
Lisette Sophios	Child Safety Support Officer	Bowen CSSC

3 Project Definition

3.1 Background

On 1 July 2009, the Bowen branch office was reinstated as a CSSC following a five year period as a branch of the Mackay CSSC. The Bowen CSSC catchment area currently incorporates the Whitsunday Region and is serviced by 8 funded positions. The Bowen CSSC currently holds case management responsibility for 52 cases and averages seven notifications per month. As part of this reinstatement Bowen CSSC temporarily held responsibility for the neighbouring region of the Burdekin.

Bowen continuing as a CSSC and managing the Burdekin was not successful due to the difficulty in recruiting and retaining staff. Attempting to resolve these problems resulted in the Burdekin being returned to the Townsville CSSC's area of responsibility. To support this change in boundary, further changes in boundaries are required across the North Queensland Region. A need to change the boundary across the Aitkenvale, Townsville and Bowen CSSC's has been identified as a suitable proposal.

It is proposed that the Townsville CSSC will take on the management of The Bowen service centre. This will make the Bowen service centre a branch of the Townsville CSSC. The Townsville CSSC will remain a large office with four teams including the Bowen branch office. This proposal has been identified in preference to returning Bowen to a branch of the Mackay CSSC. The Mackay CSSC already has four teams. Adding the Bowen branch office would result in the Mackay CSSC being a five team service centre again.

When Bowen was a branch of the Mackay CSSC in the past, both the staff and clients felt they were not receiving the support they needed from Mackay service centre. This was due to the Mackay CSSC having four teams plus the Bowen branch office. This created great stress on the shared resources of the Mackay CSSC to provide the Bowen branch office the support it needed to function to a high level.

To accommodate the Bowen branch office into the Townsville CSSC, changes to the boundary between the Townsville and Aitkenvale service centres is required. The proposed changes will see four teams operating from the Aitkenvale CSSC. The four team structure will be developed by taking on the suburbs of Annandale, Railway Estate, Idalia, Oonoonba and Wulguru from the Townsville service centre. To support this change the Townsville CSSC will pass on the staff resources to the Aitkenvale service centre making this change a cost neutral proposal.

The Regional Executive Director Mathew Lupi has approved the proposed boundary changes. These changes aim to strengthen the delivery of child protection services across the Townsville, Aitkenvale and Bowen area by equitably sharing the workload.

3.2 Project Objectives

For the Townsville CSSC to take on the management of The Bowen service centre. This will make the Bowen service centre a branch of the Townsville CSSC. Townsville CSSC will remain a large office with four teams including the Bowen branch office.

To change to the current boundaries between the Townsville and Aitkenvale service centers. It is proposed that the boundary changes include Aitkenvale adding the following suburbs: Annandale; Oonoonba; Idalia; Railway Estate and Wulguru. With Aitkenvale service centre taking on these additional suburbs it will also receive from Townsville CSSC the staffing resources required to manage the additional workload. Aitkenvale CSSC will become a large service centre with four teams.

3.3 Project Scope

3.3.1 Inclusions

The project will deliver the following products and/or activities:

- A restructure of both the Townsville and Aitkenvale service centres to accommodate Bowen becoming a branch of the Townsville CSSC.
- Develop a set of practice processes so that Bowen branch office can operate as part of the Townsville CSSC
- Develop a list of contacts for the Government and Non-Government agencies that work with the Townsville service centre and Bowen branch including the Regional Office they report to
- Implement the boundary changes between the Aitkenvale and Townsville service centres
- Lead the change management components of the project:
 - Develop clear line management processes between the staff at the Bowen branch office and the staff at the Townsville CSSC
 - Develop approval processes for delegated officers from the Townsville CSSC located away from the Bowen branch office
- Develop communication processes with all staff impacted by the changes to ensure they have input into any changes into their day to day processes
- Develop communication processes with government and NGO partners to ensure they are informed about the changes to line management and boundaries
- Develop communication processes with the clients impacted by the change so that they are informed about the change in service centre and CSO managing their case
- Develop communication processes with the carers impacted by the change so that they are informed about the change in service centre and CSO managing their case
- Capturing learning opportunities from these changes to inform and support future changes to boundaries between service centres

3.3.2 Exclusions

The project will NOT deliver the following products and/or activities

- Changes to the current day to day processes of individual service centres not impacted by this project is out of scope (this remains the responsibility service centres)
- Changes to the boundary between Mackay CSSC and the Bowen branch office. Specifically the question about the appropriateness of the Bowen branch managing Cannonvale is out of scope.
- Bowen branch office refit is out of scope

3.4 Assumptions

The following assumptions have been made during the planning of this project:

- That the announcement about the boundary changes will be endorsed by the Associate Director General Tony Hayes. The timing of this endorsement will allow appropriate timeframes for the project to be implemented.
- That the current staffing held by the service centres involved are able to be utilised to meet the goals of this project.
- That key stakeholders continue to support this project
- That key partners will support this project

3.5 Challenges

The following challenges have been identified for the implementation:

- Continuation of service delivery whilst the reallocation of staffing occurs
- The varying views of CSSC's across the region about case transfer standards and protocols
- Maintaining line management and service delivery whilst significant change occurs in service centre boundaries
- Maintaining line management and service delivery despite the distance between Bowen branch office and the Townsville CSSC
- Maintaining morale of staff across the region whilst the changes are being implemented
- Encouraging and developing a team approach between the Townsville service centre and Bowen branch office
- Overcoming problems of distance that will come with line management and service delivery of the Bowen branch office
- Establishing effective and sustainable communication processes between the Bowen branch and the Townsville CSSC
- Overcoming issues of inexperience as part of ongoing recruitment and retention of staff at the Bowen branch office
- Ongoing Recruitment and retention of staff members in the Bowen branch



3.6 Project Roles and Responsibilities

The following table summarises project roles and responsibilities:

Role	Responsibilities
Project Board	The Board includes the Project Executive, Senior User and Senior Supplier. The Board provides overall direction and management to the project.
Project Executive/Sponsor – Terry Cronin	The Project Executive/Sponsor has ultimate responsibility for the project, represents the Board and authorises expenditure.
Senior User Tony McGuire	The Senior User represents the end users and ensures that the project's products meet end user requirements.
Senior User Carolyn Ruddy	The Senior User represents the end users and ensures that the project's products meet end user requirements.
Senior Supplier Susan Lagana	The Senior Supplier represents the solution provider/s and is responsible for quality, development of the supplied product.
Project Director Simon Stewart	The Project Director will manage the project on a day-to-day basis on behalf of the Project Board. The Project Director reports to the Board through the Senior User. The Project Director liaises with the Program Office via the Program Manager.

4 Benefits and Related Initiatives

4.1 Project Benefits/Outcomes

- Four teams will be operating from the Aitkenvale CSSC. The four team structure will have taken on the suburbs of Annandale, Railway Estate, Idalia, Oonoonba and Wulguru encompassing the suburbs.
- Retention of experienced staff and improved ability to deliver on key performance indicators due to an equitable sharing of workload across the Townsville, Aitkenvale and Bowen service centre's.
- Improved service delivery across the broader Townsville, Burdekin and Bowen areas due to even matching of staff to workload across these areas.
- More effective use of specialist shared resources within the Aitkenvale and Townsville CSSC's including Court Coordinator, Senior Practitioner and FGM Convener. The Bowen service centre will be able to access these specialist resources which they did not have access to directly as a stand alone service centre.

4.2 Related Projects/Programs/Initiatives

The service delivery impacts of these projects ranges depending on the project. The projects are listed below.

PROJECT NUMBER	PROJECT TITLE	PROJECT MANAGER
1.1	Adolescent Team	Simon Stewart
1.2	Boundary changes to Mackay CSSC and Bowen branch	Not assigned

5 Project Plan

5.1 Implementation Plan

The Implementation Plan is currently being developed with the associated activities and/or tasks and dependencies against a timeline (calendar) will be attached. It is envisaged that implementation will be 5 December 2011.

5.2 Risks

The following risks to the project have been identified. The project director is responsible for day to day management of the risks, and monitoring mitigation strategies. The project director will regularly report to the Project Board on progress mitigating risks.

No	Description of Project Risk	Likelihood	Consequences	Overall Level of Risk	Risk Owner	Risk Treatment
1	Associate Director General does not approve boundary changes and staff movements	Unlikely	Major	High	Project Board	<ul style="list-style-type: none"> May require change to scope of the project Discussion between Regional Executive Director and Regional Director
2	Approval not given to move positions between CSSC's	Unlikely	Major	High	Project Board	<ul style="list-style-type: none"> Discussion between Regional Executive Director and Regional Director May require change to scope of the project
3	Program design specifications not defined, or are inadequately defined, to provide for delivery within implementation timeframes.	Unlikely	Major	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Barriers /issues identified to be reported to Program Manager for action
4	Resource shortfall between required and actual resource requirements for each service centre and Branch to operate effectively	Unlikely	Major	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Barriers /issues identified to be reported to Program Manager for action
5	Recruitment and retention of CSO's will impede service delivery	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Barriers /issues identified to be reported to Program Manager for action Townsville CSSC management team to continue to report recruitment issues to project team
6	Recruitment and retention of experienced Team Leader will impede service delivery	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Barriers /issues identified to be reported to Program Manager for action Have a Team Leader interested in the position permanently act. to continue acting as part of a development opportunity



No	Description of Project Risk	Likelihood	Consequences	Overall Level of Risk	Risk Owner	Risk Treatment
7	Staff unhappy with changes and morale negatively impacted resulting in reduction in delivery of key performance indicators	Unlikely	Moderate	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Townsville management team manage HR issues as they arise
8	Key NGO partners not understanding or unhappy with changes	Unlikely	Moderate	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Barriers /issues identified to be reported to Program Manager for action
9	Key Government partners not understanding change and concerned about reduction in service delivery. (Particularly due to service centres working across regions of government partners)	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Barriers /issues identified to be reported to Program Manager for action. Development of partner register to assist staff and ensure regular and consistent consultation
10	Differing perceptions about what is quality casework between service centres	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Monitor situation on a weekly basis and provide advice to Project Sponsor and Program owner. Develop and implement joint coordination groups that meet regularly face to face to discuss transfers Commence early so plenty of time to resolve issues as they arise
11	Lack of regular positive communication between Townsville CSSC and Bowen Branch	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Project Director and Program Manager to work closely to ensure that projects are developed in consultation with region/service delivery areas and in timeframes Barriers /issues identified to be reported to Program Manager for action. Develop regular communication protocols document between Townsville and Bowen about communication and what communication will look like Investigate opportunities for video conferencing
12	Backlog of work held by service centres prior to change impeding receiving service centres future service delivery	Likely	Moderate	High	Project Board	<ul style="list-style-type: none"> Monitor situation on a weekly basis and provide advice to Project Sponsor and Program owner.

Measure of the **likelihood** of the risk occurring:

- 1. Rare
- 2. Unlikely
- 3. Likely
- 4. Almost Certain

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Measure for the **consequence** or impact on project objectives:

- 1. Minor
- 2. Moderate
- 3. Major
- 4. Critical

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Overall Risk Levels:

- 1. Low
- 2. Moderate
- 3. High
- 4. Extreme



6 Project Financials

6.1 Project Funding

The Funding for this Project is sourced as follows:

Funding Source	<input checked="" type="checkbox"/>	Core Operating Funds
	<input type="checkbox"/>	Capital Funds
	<input type="checkbox"/>	Seeking new funds (BRC)
Details of Funding Source	<input type="checkbox"/>	Revenue – Other (please provide details of any revenue associated with MOU or Invoice arrangements)
	<input checked="" type="checkbox"/>	Operating – Recurrent - Core
	<input type="checkbox"/>	Operating – Recurrent - Additional
	<input type="checkbox"/>	Operating – Non-Recurrent – Core
	<input type="checkbox"/>	Operating – Non-Recurrent - Additional
	<input type="checkbox"/>	Operating – Other (please provide details eg MOU, Invoice, etc)
	<input type="checkbox"/>	Capital

6.2 Summary Project Costs

The table below provides a summary of total Project Costs.

Project Summary Costs

Cost Factor	Estimated Cost \$
Internal Staff NB: Part-time internal resourcing will support the project and will be sourced from within existing resources in each service area.	Unknown
External Staff (other Agencies)	\$
Capital Costs	\$
Other Costs (other suppliers and services)	\$
Project Total	\$TBD

7 Project Controls

7.1 Reporting

Highlight Reports are to be produced by the Project Director for circulation to the Project Board.

Progress against the Implementation Plan will be included in the highlight reports provided to the Project Board.

Exception Reports are to be raised by the Project Director if he/she forecasts that Project Tolerance is likely to be exceeded, and the Project Board will then determine the need for Exception Planning or other action to be taken.

An End of Project Report is to be produced, by the Project Director.

The Project Director will develop any other adhoc reporting as requested by the Project Board, the Project Sponsor, or the Program Board.

7.2 Managing Change/Issues

All project issues have been captured in the Project Issues and Risks Log and are reviewed regularly by the Project Director throughout the duration of the project.

Low level issues and risks will be managed locally and resolutions coordinated by the Project Director.

Key risks and issues will be regularly reported to the Project Board by the Project Director. Risks and issues that are dependent on mitigation strategies or resolution by the program office will be escalated to the Program Manager by the Project Director for attention before they reach a critical stage of development. Issues and risks escalated to the program office will also be reported to the Project Board.

7.3 Communication Plan

This reform should be delivered in conjunction with a change management and communication component, a Transition Management Plan will be completed. This plan identifies the characteristics of the change, the attributes of the organisation that will be impacted by the change, strategies for change, resistance management activities, a schedule of activities and a process for assessing results. The service delivery implementation communication plan will support the Transition Management Plan, and the strategies in the Communication Strategy developed by Communication Services. In addition, specific service delivery processes and mechanisms implemented to manage stakeholder communications are listed in Appendix 1.



Stakeholder	Information Required	Frequency	Method
<ul style="list-style-type: none"> Project Board <ul style="list-style-type: none"> RELT MALT MILT TILT 	Inform stakeholders on: <ul style="list-style-type: none"> Project's objectives Project status Projects deliverables Stakeholder's roles and responsible (if applicable) Project's risks, issues and critical path 	Monthly or as required	<ul style="list-style-type: none"> Project Highlight Reports Project Board meetings Implementation Group meetings Emails
<ul style="list-style-type: none"> Regional and Child Safety Services staff <ul style="list-style-type: none"> Regional admin team RIS PSU Aitkenvale CSSC Bowen CSSC Townsville CSSC Thuringowa CSSC 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Workshops and presentations Within first month of project 03/10/2011 – 28/10/2011
<ul style="list-style-type: none"> Child Safety Services staff not directly Impacted <ul style="list-style-type: none"> Mt Isa CSSC Gulf CSSC Mackay CSSC 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Emails to ensure they remain informed of changes within first month and last month prior to change
<ul style="list-style-type: none"> Regional Communities Staff 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Emails to ensure they remain informed of changes prior to changes occurring

<ul style="list-style-type: none"> Child Safety Services staff in Brisbane <ul style="list-style-type: none"> Head office to ensure service locator can be updated CSAHSC 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Emails to ensure they remain informed of changes prior to changes occurring
<ul style="list-style-type: none"> Government Partners consider Townsville, Mackay and Bowen areas 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Briefings to key staff members of agencies impacted by change through one on one discussions Within first month of project 17/10/2011 – 28/10/2011
<ul style="list-style-type: none"> CCSQ and Townsville CP network <ul style="list-style-type: none"> RE Services work directly with child safety staff 	Operational impacts and timelines	As required, more frequently prior to go live	<ul style="list-style-type: none"> Briefings to agencies and at forums as opportunities provide Within first month of project 17/10/2011 – 28/10/2011
<ul style="list-style-type: none"> Family Alliance 	Operational Impacts	As required, more frequently prior to go live	<ul style="list-style-type: none"> Briefings or meetings as required Within first month of project 17/10/2011 – 28/10/2011
<ul style="list-style-type: none"> Foster Carers and carer support agencies 	Operational Impacts	As required, more frequently prior to go live	<ul style="list-style-type: none"> Briefings to carers and carer support agencies Within first month of project 17/10/2011 – 28/10/2011
<ul style="list-style-type: none"> Evolve and SCAN 	Operational Impacts	As required, more frequently prior to go live	<ul style="list-style-type: none"> Briefing and/or meetings as required Within first month of project 17/10/2011 – 28/10/2011
<ul style="list-style-type: none"> Parents and children impacted by change of CSSC (moving from Townsville to Aitkenvale CSSC) 	Change to contact CSSC	Once off	<ul style="list-style-type: none"> A letter posted to families prior to change occurring (include info to regional complaints officer and CCRU) 21/11/2011 – 03/12/2011

**Bowen CSSC Re-structure/Townsville and Aitkenvale CSSC
Boundary change - Implementation Timeline
Project Activities**

			WEEK									
			1	2	3	4	5	6	7	8	9	
Project Name	Person responsible	CSSC	Date Start	Date End	Activity	Dec						
Human Resources	Sharon Galeano	Avale, Twn	17/10/2011	28/10/2011	Transfer positions and positions numbers - Dependant on acceptance of financial plan							
Human Resources	Dean Lynch	Avale, Twn	31/10/2011	11/11/2011	Develop staff transfer process							
Human Resources	Project Board, RED, ADG	Avale, Twn, Bwn	17/10/2011	28/10/2011	Develop agreed staffing complement - Dependant on acceptance of financial plan							
Human Resources	CSSC M'ment teams	Avale, Twn, Bwn	17/10/2011	28/10/2011	Finalise recruitment and appointment of all staff vacancies							
Financial Management	Sharon Galeano	Avale, Twn, Bwn	17/10/2011	28/10/2011	Transfer Budget - Dependant on acceptance of financial plan							
Financial Management	Sharon Galeano	Avale, Twn	14/11/2011	25/11/2011	Transfer Assets - (Computers and Motor Vehicles)							
Administration	Lauren Elmazis	Avale, Twn, Bwn	21/11/2011	31/12/2011	Transfer Carer files - Dependant on successful completion of case transfer joint working party							
Administration	Lauren Elmazis	Avale, Twn, Bwn	21/11/2011	31/12/2011	Transfer Staff Files - Dependant on successful completion of case transfer joint working party							
Administration	Lauren Elmazis	Avale, Twn	21/11/2011	31/12/2011	Transfer case hard files - Dependant on successful completion of case transfer joint working party							
Case Management	Project Officer, Senior Supplier	Avale, Twn	3/10/2011	21/10/2011	Review of cases involved in change so current status known (IA and OI - Total numbers, current status in workflow) - information required for joint working party							
Case Management	CSSC M'ment teams	Avale, Twn	28/11/2011	31/12/2011	Transfer cases (IA and OI) - Dependant on successful completion of case transfer joint working party							
Case Management	Project Officer, Senior Supplier	Avale, Twn	17/10/2011	18/11/2011	Develop a joint coordination groups between Aitkenvale, Townsville and Thuringowa CSSC's to transfer cases							
Case Management	CSSC M'ment teams	Avale, Twn, Bwn	31/10/2011	4/11/2011	CSSC's to finalise plans for office structure - Dependant on review of cases involved in change so current status known (IA and OI - Total numbers, current status in workflow)							
Case Management	Project Officer	Twn, Bwn	3/10/2011	28/10/2011	Develop plan for SCAN, EVOLVE and OCC cases for Bowen branch office							
Case Management	CSSC M'ment teams	Avale, Twn	28/11/2011	3/12/2011	Ensure events and case management changes are entered on ICMS - Dependant on successful completion of case transfer joint working party							
Case Management	Project Officer	Twn, Bwn	31/10/2011	25/11/2011	Develop plan for managing court work for Bower and Frowepine Courts							
Case Management	Project Officer	Twn, Avale	21/11/2011	3/12/2011	Consider cases for Townsville CSSC transferring to Aitkenvale CSSC that are going to TP panel							
Comms & Change Mgt	Project Officer	Avale, Twn, Bwn	3/10/2011	28/10/2011	Development of change management process - Monitor morale							
Comms & Change Mgt	Project Officer	Avale, Twn, Bwn	3/10/2011	14/10/2011	Develop structure of model							
Comms & Change Mgt	Project Officer	Avale, Twn, Bwn	3/10/2011	7/10/2011	Write up boundary changes							
Comms & Change Mgt	CSSC M'ment teams	Avale, Twn	21/11/2011	3/12/2011	Write and post a letter to children and families explaining change in CSO and CSSC							
Comms & Change Mgt	CSSC M'ment teams, Project Officer	Twn, Avale, Bwn	17/10/2011	28/10/2011	Deliver briefing sessions to staff							
Comms & Change Mgt	CSSC M'ment teams, Project Officer	RIS, PSU and Admin	17/10/2011	28/10/2011	Deliver briefing sessions to staff							
Comms & Change Mgt	Project Officer	Communities staff in Region	21/11/2011	25/11/2011	Send email communicating changes to boundaries meet with staff if requested							
Comms & Change Mgt	Project Officer	Mt Isa, Mky, Gulf	21/11/2011	25/11/2011	Send email communicating changes to boundaries meet with staff if requested							
Comms & Change Mgt	Project Officer	Avale, Twn, Bwn	17/10/2011	28/10/2011	Deliver information sessions to NGO's, Staff, partner agencies, RE's, and other relevant stakeholders in the region							
Comms & Change Mgt	Project Officer	Foster Carers, Support Agencies	17/10/2011	28/10/2011	Deliver briefing sessions to staff							
Comms & Change Mgt	Project Officer	Avale, Twn, Bwn	17/10/2011	28/10/2011	Deliver Briefing sessions to Government partners							
Comms & Change Mgt	Project Sponsor	Avale, Twn, Bwn	21/11/2011	25/11/2011	Notify Brisbane of the changes (Service Locator and CSAHSC)							
Comms & Change Mgt	Project Sponsor	Brisbane (Head Office)	21/11/2011	25/11/2011	Notify CSAH of boundary changes							
Comms & Change Mgt	Project Officer	Twn, Bwn	17/10/2011	28/10/2011	Deliver briefing sessions to SCAN and EVOLVE teams							
Performance Management	Project Officer, Senior Supplier	Twn, Bwn	31/10/2011	25/11/2011	Develop work around so that Bowen performance can be integrated into Townsville CSSC performance							
OH&S	OH&S officers, Project Officers	Avale, Twn, Bwn	10/10/2011	21/10/2011	Ensure OH&S processes integrated into change - Dependant on consultation with OH&S officers							
IT and Telecommunications	Project Officer, IT Officer, CSSC M'ment Teams	Twn, Bwn	17/10/2011	28/10/2011	Ensure infrastructure for communication implemented (telephones with speakers, SKYPE) - Dependant on availability of technology							

Attachment Marking

The preceding 21 pages is the annexure mentioned and referred to as ATTACHMENT 6
in the statement of Ms Nicola Jeffers taken on 19/09/2012

A handwritten signature in black ink, appearing to be 'N. Jeffers', written over a horizontal line.

Signature of witness to Inquiry

A handwritten signature in black ink, appearing to be 'R. Jones', written over a horizontal line.

Signature of person witnessing statement