

**QUEENSLAND CHILD PROTECTION
COMMISSION OF INQUIRY**

STATEMENT OF KENNETH DAGLEY

I, **Kenneth James Dagley**, of c/- 111 George St Brisbane in the State of Queensland, Director Workforce Capability, solemnly and sincerely affirm and declare:

1. I am the Director, Workforce Capability, Human Resources and Ethical Standards, Corporate and Executive Services in the Department of Communities, Child Safety and Disability Services (the department).
2. I have been appointed to this position since 2 July 2012. I was previously the Director of Organisation and Workforce Development. I have been in this and similar roles since April 2007.
3. When planning and reviewing my work and seeking approval for decisions, when required, I report to the Chief Human Resources Officer who is based in 111 George St Brisbane. My position is part of Human Resources and Ethical Standards.
4. Prior to this appointment, I was Director, Organisation and Workforce Development from January 2012 to July 2012, Director, Learning and Organisational Development Strategy from January 2010 to December 2011 and Assistant Director, Strategic Learning Services from February 2008 to January 2010.
5. I hold a Certificate of Business, Certificate III in Coaching, Certificate IV in Workplace Training and Assessing and a Graduate Diploma in Organisation Change and Development.

INTRODUCTION

1. The following statement provided is in response to the summons requesting written information which was issued to Kenneth James Dagley, Director of Workforce Capability, Human Resources and Ethical Standards, by the Honourable Timothy Francis Carmody of the Queensland Child Protection Commission of Inquiry, reference number 2030103.
2. The information provided has been done so on the advice from the relevant business units responsible for management of the applicable areas.
3. All the Child Safety Officer entry level training material has been provided in electronic and hard copy format within the response to summons #3885920. This information can be located with folder 3.2.
4. The information contained in this statement is for public release but the attachments to this statement are **NOT FOR PUBLIC RELEASE** as they contain training materials, including case scenarios that, whilst de-identified, may be identifiable due to the specific facts and circumstances of the cases.

QUESTIONS

1. For the 2009/2010 financial year, provide details of training, including induction and ongoing development, which Child Safety Services delivered to its:

- **Child Safety Officers (CSOs)**
- **Child Safety Support Officers (CSSOs)**

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- **Court Officers**
- **Team Leaders**
- **Managers**
- **Senior Practitioners (collectively referred to hereafter as “frontline staff”)**

- The details of training delivered to front line staff for the financial years from 2009 to 2013 inclusive has been provided by the following units – Court Services; Child Protection Development (CPD); Workforce Capability; Project and Program Delivery Information Services.
- Refer to Attachment 1a and b – for details of the programs offered, participant numbers and overview information of Child Safety Officer (CSO), Child Safety Support Officers (CSSO), Team Leaders, Senior Practitioners and Manager training.
- Refer to Attachment 2a and b – Court Services training for details of the year, dates, details and frontline staff attendance numbers.
- In the 2009/10 financial year, the details of ICMS training attended by frontline staff are provided below.

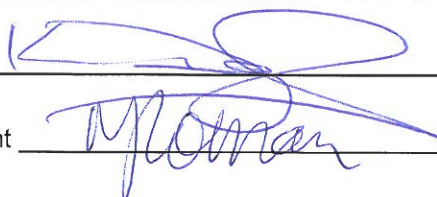
Course name	Participants
Court Processes – Child Safety Service Centre perspective	214
ICMS for New Support Staff	1
ICMS Child Safety New Staff	501
ICMS Off site team based training	117
ICMS On site team based training	174
ICMS Child Protection (CP) Placement Services Unit	17
ICMS CP Placements and Matters Of Concern (MOC)	15
ICMS CP Placement Management Enhancements (PME) Child Safety After Hours	28
ICMS CP Placement Management Enhancements (PME) Managed Care Service Role	60
ICMS CP PME Placement Services Unit	151
ICMS CP PME Quality Assurance Branch	3
ICMS CP PME Service Desk	6
ICMS CP PME Update module	945
ICMS CP PME Update System Support Officer Module	19
Intake	70
Investigation and Assessment	76
Ongoing Intervention	143
Out of home care	92
Read Only	77
Team Leader / Senior Practitioner/ Manager	14
Total	3146

- Refer to Attachment 3a and b – Corporate and leadership training programs course participation reports. This provides details of child safety staff attendance at programs organised by corporate training areas. Table 3a of the attachment shows all courses

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alphabetically and the financial year total attendance via course category. Table 3b provides an overall attendance total for child safety staff at corporate training events.

10. In 2009/2010, practice skills developments workshops were delivered in CSSCs. These workshops commenced in August 2008 and were a joint initiative of the (then) Practice Support and Development Unit, Policy and Practice Development Branch and the (then) Training and Specialist Support Branch. The workshops were implemented state wide to promote and support quality practice skill development for front line staff.
11. The workshops were developed in response to a number of departmental issues that have been informed by staff exit interviews, child death case reviews, research, initiatives in other jurisdictions and feedback from senior practitioners and managers.
12. The workshops delivered in 2009-2010 included:
 - Cumulative harm – assessing risk and making informed and transparent decisions
 - Trauma and Attachment
 - Transition from Care
 - Domestic and Family Violence
13. The workshops are two – three hours in duration and available for delivery by senior practitioners to CSSC staff as required.
14. The material related to these workshops was provided as an attachment in my statement to summons #2017771 signed on the 19 October 2012.

2. For the 2010/2011 financial year, provide details of the training, including induction and ongoing development, which Child Safety Services delivered to its frontline staff.

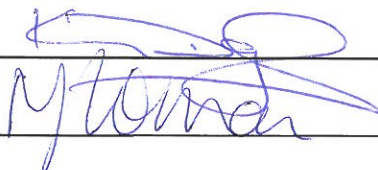
15. The details in relation to training to front line staff for the requested financial period 2009 to 2013 inclusive has been provided by the following units – Court Services; Child Protection Development (CPD); Workforce Capability; Project and Program Delivery Information Services.
16. Refer to Attachment 1a and b – for details of the programs offered, participant numbers and overview information of CSO, CSSO, Team Leaders, Senior Practitioners and Manager training.
17. Refer to attachment 4a and b – Court Services training for details of the year, dates, details and frontline staff attendance numbers.
18. In the 2010/11 financial year, the details of ICMS training attended by frontline staff are provided below.

Course name	Participants
ICMS Child Safety - Regulation of care - Information Session	580
ICMS Child Safety - Regulation of care - One Day course	605
ICMS Child Safety Court	123
ICMS Child Safety Intake	65
ICMS Child Safety Investigation & Assessment	48
ICMS Child Safety Manage Care Services	11
ICMS Child Safety Managers, Team Leaders and Senior Practitioners	15

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ICMS Child Safety New Staff	381
ICMS Child Safety Ongoing Intervention	132
ICMS Child Safety Placement Services Unit	16
ICMS Child Safety Placements and MOCs	74
ICMS Child Safety Read Only	38
ICMS CP Team Based Onsite	34
ICMS Child Safety - Regulation of care - Data Quality Course	13
ICMS IFPAT	4
Total	2139

19. Refer to Attachment 3a and b – Corporate and leadership training programs course participation reports. These tables provide details of child safety staff attendance at programs organised by corporate training areas. Table 3a of the attachment shows all courses alphabetically and the financial year total attendance via course category. Table 3b provides an overall attendance total for child safety staff at corporate training events.
20. In 2010/2011, ongoing professional development and support for Senior Practitioners, Team Leaders and Managers continued.
21. The reinvigoration of regular bi-monthly teleconferences to team leaders and senior practitioners occurred, facilitated by the (then) Child Safety Practice Improvement Unit (CSPI). These teleconferences provided the opportunity for discussion on current practice trends; upcoming training development opportunities and policy or procedural changes.
22. The practice skill development workshops continued to be available to all staff for ongoing CSSC training.
23. In 2010, the CSPI unit facilitated state wide training to all CSSC staff on case planning. This rolling training program highlighted the importance of ongoing case planning and reflective practice when developing case plans.
24. The state wide implementation of the Regional Intake Services (RIS) in 2010 also offered the opportunity for a week long training program for all RIS staff. This focused on enhanced intake skills, recording, engagement in a call centre environment, and the Helping Out Families reform.
25. Collaborative training facilitated by the Suspected Child Abuse and Neglect (SCAN) Team subcommittee was also delivered to all CSSC Managers, CSSC Senior Practitioners and SCAN team core members (including CSSC staff) to inform of the revised Information Coordination Meetings (ICM) and the Suspected Child Abuse and Neglect (SCAN) Team System Manual.

3. For the 2011/2012 financial year, provide details of the training, including induction and ongoing development, which Child Safety Services plans to deliver to its frontline staff.

26. The details in relation to training to front line staff for the requested financial period 2009 to 2013 inclusive has been provided by the following units – Court Services; Child Protection Development (CPD); Workforce Capability; Project and Program Delivery Information Services.

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27. Refer to Attachment 1a and b for details of the programs offered, participant numbers and overview information of CSO, CSSO, Team Leaders, Senior Practitioners and Manager training.
28. Refer to Attachment 5 a and b – Court Services training for details of the year, dates, details and frontline staff attendance numbers.
29. In the 2011/12 financial year, the details of ICMS training attended by frontline staff are provided below.

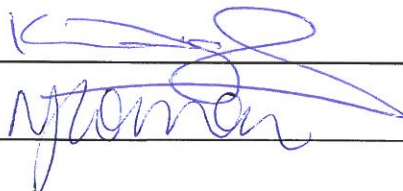
Course Name	Participants
ICMS Child Safety - Regulation of care (ongoing course)	14
ICMS Child Safety Court	134
ICMS Child Safety Intake	28
ICMS Child Safety Investigation & Assessment	41
ICMS Child Safety Manage Care Services	8
ICMS Child Safety Managers, Team Leaders and Senior Practitioners	14
ICMS Child Safety New Staff	463
ICMS Child Safety Ongoing Intervention	99
ICMS Child Safety Placement Services Unit	2
ICMS Child Safety Placements and MOCs	51
ICMS Child Safety Read Only	69
ICMS CP Team Based Offsite	15
ICMS CP Team Based Onsite	88
ICMS Child Protection Enhancements (CPE) 3 Regulation Of Care (ROC) 2 course (release based course)	611
ICMS CPE3 ROC2 System Support information (release based course)	12
ICMS CP Team Based Onsite (superseded course)	43
ICMS Child Safety - Regulation of care - Information Session (superseded course)	14
ICMS Child Safety - Regulation of care - One Day course (superseded course)	24
Total	1730

30. Refer to Attachment 3a and b – Corporate and leadership training programs course participation reports. These tables provide details of child safety staff attendance at programs organised by corporate training areas. Table 3a of the attachment shows all courses alphabetically and the financial year total attendance via course category. Table 3b provides an overall attendance total for child safety staff at corporate training events.
31. In 2011/2012, to support implementation of amendments to the *Child Protection Act 1999* and associated practice changes, CSPI, CPD and the (then) Client Management Learning Unit developed a state wide training program consisting of four modules which were delivered to all CSSC staff. Refer to Attachment 6.

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32. In response to the *Reducing the over-representation of Aboriginal and Torres Strait Islander children in Queensland's child protection system*, collaborative state wide training was developed and delivered to all CSSC staff and our non-government partners highlighting the current roles and responsibilities of Aboriginal and Torres Strait Islander stakeholders, community protocols for engagement and the assessment of Aboriginal and Torres Strait Islander carers. Refer to Attachment 7.
33. The Begin with Kin workshops were delivered to all CSSC staff and Placement Services Unit staff by CSPI, focussing on outcomes of recent research into kinship care, debunking practice myths, examining barriers to quality kinship care practice and strategic regional planning for the future. Refer to Attachment 8.
34. Training continued to be offered to all staff to support key ICMS changes during this period.
35. Teleconferences to senior practitioners and team leaders continued during this time, and the practice skill development workshops remain available to all staff. This provided an opportunity to link with professionals from the Children's Research Centre (CRC) regarding Structured Decision Making when they visited Australia;
36. In October 2011 and February 2012, forums were held for all senior practitioners across the state, facilitated by CSPI. These professional development opportunities for staff focused on the legislative amendments, decision making in child protection and childhood sexual abuse.
37. A forum was held for CSSC Managers in November 2011. This forum focussed on strategic thinking and innovations in child protection practice, as well as provided a valuable opportunity for state wide networking.
38. Innovative strategies for information sharing have been developed, for example, the development of a power point available for all CSSC staff on changes to the Complex Support Needs policy. Information sessions were facilitated by CPD with the Placement Services Unit Directors, who then presented the information to staff. In local regions such as Brisbane and South West region, representatives from CPD delivered the training.

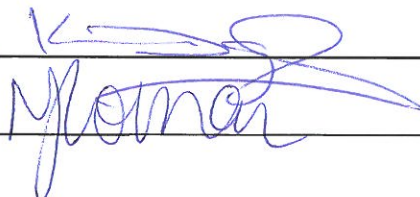
4. For the 2012/2013 financial year, provide details of the training, including induction and ongoing development, which Child Safety Services plans to deliver to its frontline staff.

39. The details in relation to training to front line staff for the requested financial period 2009 to 2013 inclusive has been provided by the following units – Court Services; Child Protection Development (CPD); Workforce Capability; Project and Program Delivery Information Services.
40. Refer to Attachment 1a and b for details of the programs offered, participant numbers and overview information of CSO, CSSO, Team Leaders, Senior Practitioners and Manager training.
41. In the 2012/13 financial year, the details of ICMS training attended by frontline staff are provided below:

Course Name (as at 23 October 2012)	Participants
ICMS Child Safety - Regulation of care	3
ICMS Child Safety Court	18

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ICMS Child Safety Intake	15
ICMS Child Safety Investigation & Assessment	9
ICMS Child Safety Manage Care Services	10
ICMS Child Safety Managers, Team Leaders and Senior Practitioners	1
ICMS Child Safety New Staff	164
ICMS Child Safety Ongoing Intervention	38
ICMS Child Safety Placement Services Unit	5
ICMS Child Safety Placements and MOCs	19
ICMS Child Safety Read Only	26
ICMS CP Team Based Offsite	27
ICMS CP Team Based Onsite	8
ICMS CPE3 ROC2 course	27
ICMS Child Safety Regulation of care (including Placement Services Units)	1
Total	371

42. Refer to Attachment 3a and b – Corporate and leadership training programs course participation reports. These tables provide details of child safety staff attendance at programs organised by corporate training areas. Table 3a of the attachment shows all courses alphabetically and the financial year total attendance via course category. Table 3b provides an overall attendance total for child safety staff at corporate training events.
43. In 2012/2013, to support implementation of the *Domestic and Family Violence Act 2012* information sessions were provided to frontline staff, focusing on court coordinators and senior practitioners through teleconferences, and online training materials distributed to all CSSC staff.
44. CPD, in conjunction with Workforce Capability are committed to revising the existing practice skills workshops, and developing a suite of new workshops to support ongoing training and development needs for frontline staff. Discussion is ongoing with regional colleagues regarding flexible delivery options for these workshops.
45. Information and training will continue to be provided to all staff to support any procedural or policy changes which occur during this period.

5. Currently, what baseline training are frontline staff members required to complete before they are permitted to undertake each of their roles?

46. CSOs currently are required to undertake the departmental Entry Level Training Program which runs for 72 weeks in total (including allowance for staff leave). As indicated in the offer of employment, participation in this program is mandatory.
47. All the CSO entry level training material has been provided in electronic and hard copy format within the response to summons #3885920. This information can be located with folder 3.2.
48. Departmental convention is that new CSOs do not undertake a caseload until they have completed Phases 1 and 2 of the entry level training program. These phases would ideally be commenced within the first month of employment. Line managers of the new CSOs are responsible for ensuring that staff attend the next available program.

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49. A policy position on baseline training for frontline staff is currently before the Executive Management Team (EMT).

6. Currently, what training programs have been provided to frontline staff in relation to transition from care planning? What training is intended to be continued for transition from care for frontline staff?

50. A practice skills development workshop in relation to transition from care was developed in 2009. The practice skills development workshop was facilitated in all CSSCs in November 2009 by senior practitioners.

51. The purpose of this workshop was to develop the knowledge and skills of all child protection practitioners that enabled them to identify:

- the needs of young people transitioning from adolescence and care to adulthood;
- principles underpinning effective transition planning and
- the need to support young people through the partnership of government and non-government organisations.
- The workshop also included resources to support participants to holistically assess young people's needs. The reference group that assisted to develop the workshop material involved Young Consultants and staff from the CREATE Foundation, Foster Care Queensland, Queensland Aboriginal and Torres Strait Islander Child Protection Peak Inc., Disability Services and Child Safety Services.

52. A review of the workshop material occurred in 2011 and was made available to CSSC staff in November 2011 as part of Transition from Care Month.

53. Future delivery of the training to frontline staff in relation to transition from care will be prioritised in conjunction with training that addresses other critical service delivery areas.

7. In relation to paragraph 18 of your statement dated 17 October 2012, provide an overview of the findings of the consultation relating to the training of CSOs. Include both positive findings and findings which indicate a need for improvements.

54. A first round of consultations was instigated by the former Service Delivery Improvement and Support unit in February 2012. This occurred via a series of regional forums with the executive leadership group. This consultation was broader than child safety staff. At the time, Regional Service Delivery Operations Learning, of which the Child Safety Training Unit was one part, was responsible for training across the following occupation groups:

- Accommodation Services and Respite Services
- Youth Detention Centres
- Youth Justice
- Child Safety
- Housing and Homelessness.

55. A copy of the project plan and learning and development landscape is provided as Attachment 9a and b.

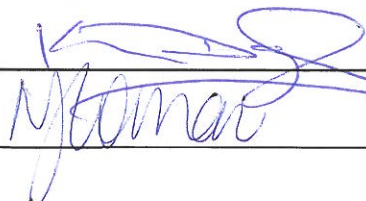
56. Findings from these consultations in relation to child safety training included:

- A single point of contact for regions regarding learning and development.
- Recommendations for development of a strategy to cease the mandatory nature of issuing a Vocational Graduate Certificate (Statutory Child Protection, client assessment and case management)

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- reduce the perceived onerous nature of the current model (72 weeks is deemed to be too long)
- role and current workload of team leaders and service centre managers in completing documentation to meet academic evidence requirements of vocational graduate certificates in onerous
- varied expectations on level of ability of a new CSO on completion of initial in service training
- requirements to review content of current entry level training program
- a need for training to provide adequate skills and knowledge to perform the role of a CSO and
- a need for increased training for team leaders.

57. Formal consultation with the frontline staff commenced in the week beginning 15 October 2012. Data from these consultations will be returned to Workforce Capability in the week beginning 29 October 2012.

58. To date, there have been no findings in relation to this round of consultations.

8. In relation to paragraph 19 of your statement, you have indicated that an updated strategy for child safety services staff development will follow.

a) when is this updated strategy likely to be released?

b) are you able to provide information on what this strategy is likely to contain?

59. The current model of CSO Entry Level Training will run unchanged until December 2012 leading into a new model with a plan that it will begin to be delivered in early 2013.

60. The new model is framed by the following assumptions:

- the program will remain benchmarked to the Vocational Graduate Certificate (statutory child protection, client assessment and case management).
- attainment of a qualification resulting from in-service training will not be mandatory
- entry level in service training will be mandatory for new CSOs.
- CSOs will be required to complete a mandatory component of in service training prior to assignment of a caseload.
- a multi modal approach to learning activities will be utilised.

61. Content modification cannot be commented on at this stage as consultation is still occurring. Following consultation, analysis of data and literature review will form recommendations to the Executive Management Team for their consideration.

9. In relation to paragraphs 18 and 19 of your statement:

a) were frontline staff members consulted with?

b) if "yes" to (a) how many frontline staff were involved in the consultation?

62. Consultation which occurred in February 2012 included senior and management frontline staff from Brisbane Region, Far North Queensland Region, Service Delivery Improvement and Support, CSPI and Regional Executive Directors (REDs) of each region of the former Department of Communities. Further forums were planned for frontline staff in the remaining regions but due to election outcomes and machinery of government changes, this project was ceased. Exact numbers of staff in attendance at the forums were not kept at the time.

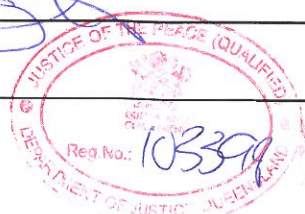
63. The current round of consultation with the frontline is occurring at two levels:

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- RED and Regional Director (RD) consultations are providing feedback in relation to the broader model, structure and resourcing.
- CSSC management team representatives are providing content specific feedback relating to required CSO capabilities – this group includes 10 regional representatives nominated by RDs/REDs; these representatives are CSSC managers and senior practitioners
- The 10 regional representatives are being briefed to conduct local level consultation with staff and return feedback to the training development team.

64. Refer to Attachment 10 for 737 additional files contained within 106 folders that provide more specific information on corporate training provided by the department.

65. Refer to Attachment 11 for details of the ICMS training packages delivered since 2009.

Declared before me at Brisbane this 25th day of October 2012.



N. Homan
Justice of the Peace

NATALIE JANE HOMAN

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N. Homan



Attachments

- Attachment 1a – Training programs and participant numbers 2009 – 2013
- Attachment 1b – List of training programs provided to frontline staff 2009 – 2013
- Attachment 2a – Court Coordinator Induction Manual 2009
- Attachment 2b – Court Coordinator Conference Material 2009
- Attachment 3a – Course Participation Report by course name 2009 – 2013
- Attachment 3b – Court Participation Report by number participated 2009 – 2013
- Attachment 4a – Court Coordinator Induction Manual 2010
- Attachment 4b – Court Coordinator Conference Material 2010
- Attachment 5a – Court Coordinator Resource Material Folder 2011
- Attachment 5b – Court Coordinator Conference Material 2011
- Attachment 6 – *Child Protection Act 1999* Amendments Training
- Attachment 7 – Reducing the Over representation of ATSI children in Queensland's child protection system training.
- Attachment 8 – Begin with Kin training powerpoint
- Attachment 9a – Project Brief
- Attachment 9b – Learning and development landscape
- Attachment 10 – Additional corporate training information (on attached CD due to document quantity)
- Attachment 11 – Additional information ICMS training material (on attached CD due to document quantity)

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