



Office of the  
**Director-General**

Department of  
**Children, Youth Justice  
and Multicultural Affairs**

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The Honourable Margaret McMurdo AC  
Chair  
Women's Safety and Justice Taskforce  
admin@womenstaskforce.qld.gov.au

Dear Ms McMurdo

Thank you for your letter regarding the release of the first discussion paper of the Women's Safety and Justice Taskforce (the Taskforce) regarding how best to legislate against coercive control and the creation of a standalone domestic violence offence.

As you are aware, there are strong intersections between domestic and family violence (DFV) and the work of the Department of Children, Youth Justice and Multicultural Affairs (DCYJMA). I am pleased to advise DCYJMA is preparing a submission to the Taskforce, which will be provided by the closing date on 9 July 2021. In the submission, we intend to address considerations relating to the 13 options identified in the discussion paper, provide broader feedback on the intersection of child protection and DFV, and share some of the work we are undertaking that may be relevant to the Taskforce's terms of reference.

Thank you also for your invitation to meet and discuss our submission and the Taskforce's work more generally. I would be very happy to arrange a meeting and note that key departmental staff may also wish to attend. As requested, my office will contact the Taskforce's Business Support Officer to arrange a time once our submission has been made. In the meantime, responses to the additional information you have requested are set out below.

***Resource implications for the youth justice system***

DCYJMA's youth justice operations are part of the criminal justice system. Applications for protection orders are civil matters and are not dealt with within the criminal justice system.

A number of the options raised in the discussion paper involve the creation of new criminal offences that could potentially be used where currently the police response might be to apply for a protection order, or encourage the aggrieved to make an application. To that extent, the options will have resourcing implications for DCYJMA and the broader youth justice system (courts, police, and publicly funded legal services).

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It is impossible to quantify those implications at this stage. They are expected to be manageable but would need to be monitored. Specific comments on each option are provided at **Attachment 1**.

***Programs addressing coercive control offered to children and young people in detention***

The issue of young people as perpetrators of DFV has been identified as an emerging issue of concern for both the youth detention cohort and young people subject to youth justice orders more broadly. To date, there have been limited programs and interventions available. Options currently available to young people in detention include:

- individual counselling for DFV perpetrators
- development and delivery of a domestic violence small group program called 'Men's Project' at the Brisbane Youth Detention Centre
- delivery of the Love Bites (healthy relationships) program
- referral to specialist services such as the North Queensland Domestic Violence Resource service
- access to legal educational sessions delivered by agencies such as the Youth Advocacy Centre
- access to a specialist DFV solicitor from the Youth Advocacy Centre for legal advice and representation, and
- youth justice specialist counselling for young people charged with sex offences.

DCYJMA has recently been provided with a number of Queensland Wide Interlinked Courts system licences by the Department of Justice and Attorney-General. This has enabled admission screening for Domestic Violence Orders (DVOs) to be undertaken for all young people in detention and has already identified multiple young people who are respondents, aggrieved and named persons on DVOs. Consequential changes have been made to procedures such as visitor and phone call approvals to ensure victims of DFV are not further harmed and that contraventions of DVOs are not occurring while young people are in detention.

***Awareness-raising initiatives regarding DFV or coercive control for people from culturally and linguistically diverse (CALD) backgrounds***

At present, DCYJMA does not fund or provide any specific awareness-raising programs about DFV to people from CALD backgrounds. However, on 21 June 2018, the Multicultural Queensland Advisory Council, which advises the Minister for Children and Youth Justice and Minister for Multicultural Affairs on opportunities and barriers facing people from CALD backgrounds, undertook community consultation in Rockhampton. Consultation involved local DFV services, multicultural support services, local and state government and broader community service providers on raising awareness of DFV and the supports and services available. This consultation supported discussion with the former Domestic and Family Violence Implementation Council on how to raise community awareness of DFV and the supports available for both victims and perpetrators. Key findings included:

- there is a lack of awareness about controlling behaviour being a form of DFV, and
- DFV information and resources should raise awareness of DFV in terms of power and control to address the different understanding of DFV across cultures.

Participants also identified programs and approaches that were working well in the Rockhampton region such as:

- a coordinated high-risk team led by Relationships Australia and other non-government organisations in the region, providing wraparound services and quick and immediate support to women experiencing DFV, and

- a men's campaign delivered by Welcoming Intercultural Neighbours in Gladstone, inviting men to be a voice in multicultural communities speaking out against DFV, including the development of videos in different languages and linking with community leaders to get the message out.

DCYJMA suggests targeted efforts are also needed across the following focus areas:

- raising awareness and building cultural capability of police, prosecutors and courts in relation to coercive control (and relevant legislative frameworks)
- education and awareness raising among multicultural communities to challenge pre-existing beliefs and attitudes in relation to DFV (including coercive control), such as the view that DFV only consists of physical and sexual abuse, and to encourage individuals to seek help
- co-designing and implementing culturally appropriate responses, and
- building the evidence base to help ensure initiatives are responsive to and address the specific needs of people from CALD communities.

DCYJMA could assist with community awareness raising initiatives where appropriate by promoting resources and information through its networks.

***Cultural capability plan and additional data on Aboriginal and Torres Strait Islander staff***

A copy of DCYJMA's cultural capability plan and the requested additional data on Aboriginal and Torres Strait Islander staff are provided at **Attachments 2 and 3**.

If you require any further information or assistance in relation to this matter, please contact Ms Donna Burnett, Acting Director, Legal Policy and Legislation, Department of Children, Youth Justice and Multicultural Affairs on 3097 6161.

I trust the information provided is of assistance to the Taskforce and look forward to meeting with you.

Yours sincerely



Deidre Mulkerin  
**Director-General**

Enc. (3)

## ATTACHMENT 1

### Resourcing impacts of discussion paper options on Youth Justice

Option 1 (page 49): – Utilising the existing legislation available in Queensland more effectively

- Impacts the Queensland Police Service. No implications for Youth Justice.

Option 2 (page 49): – Creating an explicit mitigating factor in the *Penalties and Sentences Act 1992* (PS Act) that will require a sentencing court to have regard to whether an offender's criminal behaviour could in some way be attributed to the offender being a victim of coercive control

- The PS Act does not apply to children who are sentenced under the *Youth Justice Act 1992* (YJ Act). It is unclear whether the Taskforce is contemplating also recommending an amendment to the YJ Act. The Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) suggests that if this option is applied to adults, it should be applied to children.
- If DCYJMA is required to provide information to courts about whether a young person's offending behaviour has been influenced by coercive control – for example, in pre-sentence reports (PSRs) – there will be resourcing implications. DCYJMA currently provides information to courts, in PSRs and orally, on factors contributing to offending behaviour. Court officers and caseworkers would need to receive appropriate training to be able to reliably investigate and assess the impacts of coercive control.

Option 3 (page 50): – Amending the definition of domestic violence under the *Domestic and Family Violence Protection Act 2012*

- Impacts the Department of Justice and Attorney-General (DJAG). No implications for Youth Justice in particular.

Option 4 (pages 50-51): – Creating a new offence of 'cruelty' in the Criminal Code

- A new offence would have as yet unquantified resource implications for the Youth Justice system.

Option 5 (page 51): – Amending and renaming the existing offence of unlawful stalking in the Criminal Code

- Impacts DJAG. No implications for Youth Justice in particular.

Option 6 (pages 51-54): – Creating a new standalone 'coercive control' offence.

- A new offence will have as yet unquantified resource implications for the Youth Justice system.

Option 7 (pages 54-55): – Creating a new offence of 'commit domestic violence' in the *Domestic and Family Violence Protection Act 2012*

- A new offence will have as yet unquantified resource implications for the Youth Justice system.

Option 8 (pages 55-56): – Creating a 'floating' circumstance of aggravation in the PS Act for domestic and family violence

- As noted under option 2, the PS Act does not apply to children. DCYJMA requests that if this option is pursued, the Taskforce considers whether it should apply to children and, if so, whether it should apply in the same way as it does for adults.

- This could result in more serious penalties for children, requiring more DCYJMA resources to administer (e.g. longer probation orders). However, this impact is expected to be manageable.

Option 9 (page 56): – Creating a specific defence of coercive control in the Criminal Code

- Impacts DJAG. No implications for Youth Justice in particular.

Option 10 (page 57): – Amending the *Evidence Act 1977 (Qld)* to introduce jury directions and facilitate admissibility of evidence of coercive control in similar terms to the amendments contained in the *Family Violence Legislation Reform Act 2020 (WA)*

- Impacts DJAG. No implications for Youth Justice in particular.

Option 11 (pages 57-58): – Creating a legislative vehicle to establish a register of serious domestic violence offenders

- Impacts DJAG. No implications for Youth Justice in particular.
- DCYJMA requests that if this option is pursued, the Taskforce expressly considers whether it should apply to children and, if so, whether the circumstances in which children would be entered on the register should differ from those that apply for adults.

Option 12 (page 59): – Amending the *Dangerous Prisoners (Sexual Offenders) Act 2003* or creating a post-conviction civil supervision and monitoring scheme in the PS Act for serious domestic violence offenders

- Impacts DJAG. No implications for Youth Justice in particular.
- Neither the Dangerous Prisoners (Sexual Offenders) Act nor the PS Act apply to children. DCYJMA requests that if this option is pursued, the Taskforce considers whether it should apply to children and, if so, whether it should apply in the same way as it does for adults.

Option 13 (page 60): – Amending the PS Act to create ‘Serial family violence offender declarations’ upon conviction based on the Western Australian model

- Impacts DJAG. No implications for Youth Justice in particular.
- The PS Act does not apply to children. DCYJMA requests that if this option is pursued, the Taskforce considers whether it should apply to children and, if so, whether it should apply in the same way as it does for adults.



Respectfully Journey Together Aboriginal  
and Torres Strait Islander Cultural  
Capability Action Plan

# Cultural Capability Implementation Framework



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## Director-General's Message

We acknowledge the Traditional Owners of the land on which we operate and pay respects to Elders past, present and emerging. We acknowledge the cultural authority and knowledge of Aboriginal and Torres Strait Islander Queenslanders, and the vital importance of cultural identity and connection. We acknowledge past injustices and past trauma, and the resilience of Aboriginal and Torres Strait Islander Queenslanders. We commit to enabling reconciliation, healing and eliminating the disproportionate representation in child protection, youth justice and domestic, family and sexual violence. We commit to engage respectfully, build our cultural capability, grow our Aboriginal and Torres Strait Islander staff, shift investment and empower families and communities.

## Commitment

Through our Respectfully Journey Together Aboriginal and Torres Strait Islander Cultural Capability Action Plan the Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) developed through the former Departments of Child Safety, Youth and Women (DCSYW) and Youth Justice (DYJ) commit to:

**Valuing culture** – ensure recognition, respect and valuing of Aboriginal and Torres Strait Islander cultures and perspectives.

**Leadership and accountability** – promise leadership in, and accountability for, cultural capability at all levels across the department.

**Building cultural capability to improve economic participation** – actively building the department and sector's cultural capability with the aim to improve services and facilitate sustainable employment outcomes.

**Aboriginal and Torres Strait Islander engagement** – ensure sustained, respectful and inclusive engagement and understanding of Aboriginal and Torres Strait Islander perspectives.

**Culturally responsive systems and services** – ensure Aboriginal and Torres Strait Islander perspectives are embedded in a policy, program or system's design, development, delivery and evaluation processes.

These are the five key principles embodied in the Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework.

Through these principles and the action plan, DCYJMA is committed to ensuring children, young people, women and families are safe and able to thrive in their culture and communities.

This commitment is supported by a pledge made by Senior Executives in the department to build the cultural capability of staff and provide culturally safe workplaces, practices and processes (Action 1).





## Cultural Capability Vision

To be the most culturally capable agency in the nation.

## Action Development

To achieve the goals set out in the Respectfully Journey Together Aboriginal and Torres Strait Islander Cultural Capability Action Plan, 12 practical actions were identified to ensure Cultural Capability is embedded across the department.


The 12 actions were developed by considering the Respectfully Journey Together Aboriginal and Torres Strait Islander Cultural Capability Action Plan and the Youth Justice Action Plan and in consultation with the department's First Nation Council, Aboriginal and Torres Strait Islander staff, the Cultural Capability Coordination team, the Youth Justice Cultural Unit and key work groups within the department. The 12 Actions make up the Cultural Capability Implementation Framework and provide a clear framework for embedding cultural capability across the department.

## Benefits

The Cultural Capability Implementation Framework will lead the department toward providing culturally safe workplaces, practices and processes and opportunities for staff to build their own cultural capability, at all levels and directorates or regions. The benefits include:

- Departmental staff will have access to opportunities to build and develop their own cultural capability to ensure they can safely and respectfully provide services and support to Aboriginal and/or Torres Strait Islander children, families, communities and colleagues.
- The chance to learn from the past, positively engage in the present, and provide outstanding service while being 'culture smart' and importantly, build a trusting respectful future for all Queenslanders.
- Each directorate or region will develop their own Cultural Capability Actions Implementation Plan for addressing the cultural capability actions to ensure ownership in the directorate or region. This approach to implementation will enable each directorate or region to develop, design, manage and implement specific solutions, tools and processes for building cultural capability.
- The development and delivery of culturally responsive services and policies will ensure the perspectives of Aboriginal and Torres Strait Islander peoples are considered and more appropriate and effective outcomes are realised.

Senior Executives will be responsible for building Cultural Capability in their respective areas, and commit to:

- 
- strong leadership and accountability for cultural capability at all levels across all directorate or regions; prioritise attracting, retaining and developing a highly skilled and culturally capable workforce
  - undertake timely, open, transparent, inclusive, accountable and respectful engagement with Aboriginal and Torres Strait Islander children, communities and families promote improved service delivery to Aboriginal and Torres Strait Islander children, communities and families
  - recognise, respect and value Aboriginal and Torres Strait Islander cultures and perspectives within everyday work practices and within our staff.

As a symbol of this responsibility the Executive Management Board members will sign a statement of commitment to effectively implement and embed the Respectfully Journey Together Cultural Capability Action Plan across the department.

‘Culture-smart’ is having governance arrangements that are determined locally, capture members’ priorities and resonate with their cultural values and relationships.

These arrangements are developed in a deliberate, considered and performance oriented manner emphasising practical applications that are workable and credible at the local level.

This approach to governance innovation builds on existing Indigenous capabilities and expertise and reinforces collective identities and rights.

The culture-smart approach places organisations in the best position to create solutions that reflect the aspirations of Indigenous peoples.

*(Voices of Our Success Executive Overview)*

## Cultural Capability Implementation Framework 12 Actions

No.	Action	Purpose	Timeframe	Cultural Capability Framework Principle	Responsibility Lead
1	<p><i>Statement of Commitment</i></p> <p>Senior Executives provide strong leadership and accountability for the implementation of Cultural capability across the department.</p> <p>Including:</p> <ul style="list-style-type: none"> <li>• build the cultural capability of their staff</li> <li>• implement the Cultural Capability Action Plan at the service level</li> <li>• be accountable for the delivery of individual Cultural Capability Actions</li> </ul>	<p>To ensure senior leaders take responsibility and leadership in building the cultural capability of staff within their business units</p> <p>To demonstrate the department's commitment to cultural capability at all levels.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Culturally responsive systems and services</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Building cultural capability to improve economic participation</li> </ul>	EMB Members, Indigenous Strategy & Partnerships
2	Update and embed the <i>Respectful Language Guide</i>	<p>To enhance the capacity of departmental staff to respectfully engage and consult with Aboriginal and/or Torres Strait Islander peoples ensuring cultural protocols are observed.</p> <p>QLD RAP Action 2.2</p>	Ongoing Deliver to DATSIP/ Qld Gov for implementation by June 30, 2019	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	Strategic Communication & Engagement
3	Update and embed implementation plan, to re-launch the <i>Valuing Aboriginal and Torres Strait Islander peoples' knowledge lens</i>	<p>To ensure all policy, programs, services and systems developed by the department, fully considers Aboriginal and/or Torres Strait Islander perspectives and are culturally responsive to the needs of Aboriginal and/or Torres Strait Islander people.</p> <p>QLD RAP Action 2.2</p>	Ongoing Deliver to DATSIP/ Qld Gov for implementation by June 30, 2019	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Leadership and accountability</li> </ul>	Cultural Capability / Indigenous Strategy & Partnerships
4	Update and implement the <i>Aboriginal and Torres Strait Islander Workforce Strategy</i>	<p>To ensure we attract, retain and develop current and future Aboriginal and Torres Strait Islander staff.</p> <p>To enhance the career pathways for Aboriginal and Torres Strait Islander staff.</p> <p>To provide a culturally safe workplace for all Aboriginal and Torres Strait Islander staff.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> </ul>	Diversity and Engagement (People & Culture)

No.	Action	Purpose	Timeframe	Cultural Capability Framework Principle	Responsibility Lead
		<p>To value the skills and knowledge of Aboriginal and Torres Strait Islander staff, particularly in working with Aboriginal and Torres Strait Islander people and communities.</p> <p>To ensure all staff complete Starting the Journey as a mandatory part of their induction.</p>			
5	Develop and implement the self-assessment tool for building Cultural Capability – <i>Our Journey, My Story (Maturity Matrix)</i>	To create an innovative, digital, self-assessment tool to assist staff to assess their level of cultural capability and identify areas for self-improvement.	Completion by 30 June, 2019 Launch – NAIDOC week 2019	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Culturally responsive systems and services</li> </ul>	Information, Innovation and Recovery Project Team, Cultural Capability
6	Develop a <i>Cultural Capability Significant Events Guide</i> for the department.	<p>To acknowledge and respect dates and events of cultural significance for Aboriginal and Torres Strait Islander people.</p> <p>To actively celebrate and participate in the significant cultural events for Aboriginal and Torres Strait Islander people.</p> <p>To ensure all meetings commence with an Acknowledgement of Traditional Owners or Welcome to Country.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	Strategic Communication & Engagement Cultural Capability
7	Update and implement the <i>Cultural Capability Governance Framework</i>	<p>Enhance Aboriginal and Torres Strait Islander staff input into the departments Governance arrangements through the:</p> <ul style="list-style-type: none"> <li>• First Nations Council (DCSYW)</li> <li>• First Nations Action Board (YJ)</li> <li>• Qld First Children’s and Families Board</li> <li>• Sub-committees of PEB</li> </ul> <p>To ensure Aboriginal and Torres Strait Islander perspectives are considered in strategic decision-making and the everyday operation of the department.</p>	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Building cultural capability to improve economic participation</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	Governance Strategic Communication & Engagement Cultural Capability

No.	Action	Purpose	Timeframe	Cultural Capability Framework Principle	Responsibility Lead
8	Develop and implement an <i>Aboriginal and Torres Strait Islander Peoples' Business Procurement Guide</i> for the department.	Connect Aboriginal and Torres Strait Islander Peoples' businesses to procurement opportunities in the department. Support and develop a diverse and sustainable Aboriginal and Torres Strait Islander Peoples' business sector. Improve employment outcomes and opportunities for Aboriginal and Torres Strait Islander people.	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Building cultural capability to improve economic participation</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	Property & Procurement Services Cultural Capability
9	Develop and implement an online <i>catalogue of cultural capability development and learning opportunities, tools and resources</i> for staff at all levels	To provide an online catalogue of cultural capability development and learning opportunities for staff at all levels across the department.	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Culturally responsive systems and services</li> </ul>	People & Culture, Capability & Learning Cultural Capability
10	<i>Embed the Aboriginal and Torres Strait Islander Child Placement Principle</i> (RC Rec 12.20) across the department.	To recognise the rights of Aboriginal and Torres Strait Islander peoples and ensure the connection of Aboriginal and Torres Strait Islander children and young people with their family, community and culture.  To ensure all decisions made about an Aboriginal and/or Torres Strait Islander child are aligned to the five elements of the Child Placement Principle (Partnership, Connection, Prevention, Participation, Placement)	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	Child and Family Practice Service Delivery and Child and Family Operations
11	Develop and implement <i>guidelines for adopting the Queensland Government's Strategy for Naming and Co-naming</i> , for department rooms, workplaces, and spaces and shared environments.	To recognise the importance of acknowledging Aboriginal and Torres Strait Islander peoples and perspectives in the department. To build stronger partnerships and relationships with Aboriginal and Torres Strait Islander communities. To present the departments facilities/work spaces as culturally respectful, safe and welcoming for Aboriginal and Torres Strait Islander peoples.	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> </ul>	Cultural Capability / Indigenous Strategy & Partnerships

No.	Action	Purpose	Timeframe	Cultural Capability Framework Principle	Responsibility Lead
12	Develop and embed a <i>Culturally Responsive Client Engagement and Complaints Management Framework</i>	To ensure engagement and complaints management with Aboriginal and Torres Strait Islander peoples is culturally responsive and safe.	Ongoing	<ul style="list-style-type: none"> <li>• Valuing culture</li> <li>• Leadership and accountability</li> <li>• Aboriginal and Torres Strait Islander engagement and stronger partnerships</li> <li>• Culturally responsive systems and services</li> </ul>	DDG Service Delivery

## Cultural Capability Journey at a glance

The department's purpose and goals for growing our cultural capability and building our capacity to better support Aboriginal and Torres Strait Islander peoples, partner more inclusively with key organisations and engage genuinely with children, families and communities.

### Cultural Capability Action Plan

#### Cultural Capability Implementation Framework 12 Actions

Twelve actions identified as priorities for the department to achieve the Respectfully Journey Together goals, build cultural capability, in line with the Qld Government Cultural Capability Action Plan Framework and the Qld Government Reconciliation Action Plan.

#### ***Directorate/Region Cultural Capability Actions Implementation Plan***

The departments overarching Cultural Capability Implementation Framework 12 Actions will inform the Actions Implementation Plan the directorate will develop to achieve these actions.

The Actions Implementation Plan is specific to the directorate/region and outlines how the 12 Actions will be achieved.

#### ***Cultural Capability Implementation Group***

The Senior Executive should assemble a working group called the Cultural Capability Implementation Group.

#### ***Documents and Reporting***

The Cultural Capability Implementation Group will create the Actions Implementation Plan to document the strategies, processes, practices and/or functions to ensure a positive outcome for each of the actions, specifically for each directorate's needs, opportunities, limitations, work force and communities.

A six-monthly report will be sent to Indigenous Strategy and Partnerships on the outcomes, activities, progress and achievements.

A template will be provided for the Actions Implementation Plan and the reporting process.

# Actions Implementation Plan and Reporting

## Actions Implementation Plan

The Actions Implementation Plan is intended to encompass the three domains of cultural capability, drawing upon the *Knowing, Doing, and Being* framework used by Snook et al (2012). Cultural capability requires continuous development and practice in all three domains to ensure cultural capability is integrated into the department in conjunction with leadership, foundation skills and management expertise

The Actions Implementation Plan should be completed as a result of consultation and collaboration between key stakeholders within the directorate or region.

The Senior Executives in all directorates or regions should assemble a working group consisting of representatives from across a variety of work groups and levels. These working groups will be called the Cultural Capability Implementation Group for their area. A chairperson should be elected to ensure consultation, collation and reporting is completed in a timely manner.

This group will identify how to achieve each of the actions in their directorates or regions. That is, document the deliverables – strategies, processes, practices and/or functions – to ensure a positive outcome for each of the actions, specifically for each directorate or regions opportunities, limitations, work force and communities. They may also request each service centre/office to contribute and/or develop their own implementation plan that aligns to the directorate or region to promote ownership and inclusivity at all levels of the department.

A facilitation pack has been developed to assist and guide each directorate/region through this process.

A copy of the completed Actions Implementation Plan is to be sent to Indigenous Strategy and Partnerships via [CulturalCapability@csyw.qld.gov.au](mailto:CulturalCapability@csyw.qld.gov.au), to be recorded.

## Actions Implementation Plan Report

A report on the progress of the directorate or region on the Actions Implementation Plan is to be sent to Indigenous Strategy and Partnerships every 6 months by each directorate or region. This report is due 1 June and 1 December of each year.

The Actions Implementation Plan Report template (included in the facilitation pack) is intended to provide Directorates or Regions with a framework for sharing successes and challenges in delivering on the 12 Actions, activities, development strategies, case studies, initiatives, and research to develop cultural capability in the Directorate or Region.

Indigenous Strategy and Partnerships will prepare bi-annual reports for the First Nations Council and the Executive Board detailing how each directorate is progressing against their individual Actions Implementation Plans. The bi-annual reports will also be uploaded to this CCC page.

A copy of the completed Actions Implementation Plan Report is to be sent to Indigenous Strategy and Partnerships via [CulturalCapability@csyw.qld.gov.au](mailto:CulturalCapability@csyw.qld.gov.au) to be recorded.



### ATTACHMENT 3

Data regarding Department of Children, Youth Justice and Multicultural Affairs (DCYJMA) staff who identify as Aboriginal and/or Torres Strait Islander as at 4 June 2021

	Head Count	Rate
<b>DCYJMA Aboriginal and Torres Strait Islander</b>	<b>327</b>	<b>6.20%</b>
Child Safety Aboriginal and Torres Strait Islander staff	182	5.15%
Youth Justice Aboriginal and Torres Strait Islander staff	145	8.49%
Multicultural Affairs Aboriginal and Torres Strait Islander staff	0	0.00%

<b>DCYJMA Aboriginal and Torres Strait Islander</b>	<b>Head Count</b>	<b>Rate</b>
Female	225	5.70%
Male	102	7.72%

<b>DCYJMA Aboriginal and Torres Strait Islander</b>	<b>Head Count</b>	<b>Rate</b>
15 to 19 years	0	0.00%
20 to 24 years	16	5.14%
25 to 29 years	33	4.82%
30 to 34 years	49	7.31%
35 to 39 years	45	5.58%
40 to 44 years	48	6.63%
45 to 49 years	49	7.16%
50 to 54 years	35	6.29%
55 to 59 years	32	7.36%
60 to 64 years	13	4.83%
65 years or over	7	5.74%
<b>Grand Total</b>	<b>327</b>	<b>6.20%</b>

<b>DCYJMA</b>	<b>Permanent Separation (Calculation on the period since the formation of the Department - Nov 2020)</b>
Whole of Department	7.86%
Aboriginal and Torres Strait Islander	13.96%