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Department of Families, Seniors, Disability Services and Child Safety

Unify Review Report

December 2025

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Contents

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1. Executive Summary

1.1 Background and Context

The Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS or Department) appointed Deloitte Touche Tohmatsu (Deloitte) to conduct a review of the Unify System, which is used by the Child Safety division of DFSDSCS and the Department of Youth Justice and Victims Support. The focus of the review is the DFSDSCS Child Safety division only. The platform is designed to allow for both DFSDSCS specific functionality and areas of common functionality across both Departments.

Unify manages the records for approximately 16,000 children who are currently under state care or known to the DFSDSCS Child Safety division. Approximately 3,000 Department staff, across six Queensland regions rely upon Unify to perform day-to-day activities related to their specific roles.

Since the Unify system go-live in April 2025, a series of purported challenges were being faced by frontline users, management teams and other Departmental stakeholders.

In October 2025, the Department engaged Deloitte to complete an independent review of the Unify System.

The Child Safety Division of the Department use Unify for the purpose of:

- Performing child safety related processes across the service delivery stages of Intake, Assessment, Care Arrangements, Ongoing Intervention, Multi-agency SCAN and Child Safety Court;
- Exchanging information with external partners; the Unify system supports this via controlled access to portals and the integration of Unify with other external systems for exchanging relevant data; and
- Production of operational and corporate reports used across the Department's reporting teams, operational managers and team leads.

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1.1.1 Unify Program

The Unify Program was delivered across two tranches. Tranche 0 and 1. The Program formally ended in May 2025 after the go-live in April 2025 with a total combined cost of approximately $188M.

The below table provides an overview of the Program Tranches, associated timelines and costs.

Tranche / Stage	Notable Key Events	Approximate Program costs[i]
Tranche 0 (Prior to 2019)	• Technology foundations for Tranche 1	$4M
Tranche 1 / Stage 1 (2019 to Aug 2021)	• Suspected Child Abuse and Neglect (SCAN), Care Arrangements products • Exit of System Implementation Partner at end of Stage 1	$37M
Tranche 1 / Stage 1 (2021)	• Planning for Stage 2	$2M
Tranche 1 / Stage 2 (Mar 2021 to Dec 2022) *Note: Stage 1 and 2 were concurrent Mar to Aug 2021*	• Department took on responsibility for all program roles • Rebuild of Stage 1 products • Progress on technical work packages, enterprise architecture and program artefacts	$34M
Tranche 1 / Completion Stage (Jan 2023 to May 2025)	• Release 1: Common Products across both Child Safety and Youth Justice - Person Profile, Genograms and Ecomaps and Dashboards • Release 2: New Child Safety Products - Assessment, Referral, Reporting and Intake, Child Safety Court, Ongoing Intervention	$110M

1.2 Purpose and Scope of the Review

The purpose of this review was to complete an independent assessment across three focus areas:

1. **Functionality**
    - Assess the system's core features and capabilities to determine if they align with the organisation's current and future operational requirements.
    - Identify any gaps in functionality that hinder performance or service delivery.
    - Evaluate the integration of Unify with other organisational systems and tools.

[i] Note that costs do not total to $188M due to rounding.

- Assess the system's alignment with user needs and identify end to end pain points on the use of the system.
- Identify any barriers to efficient use including navigation, responsiveness, and customisation options.

2. **Data Management**
   - Review the system's ability to securely store, manage, and retrieve client data.
   - Assess compliance with data privacy and security regulations, including Queensland Government standards and relevant legislation, noting that this assessment will not constitute a legal compliance review.
   - Evaluate data reporting and analytics capabilities to ensure they support decision-making and strategic planning.
3. **Productivity**
   - Analyse the extent by which the gaps in functionality identified during the review were impacting productivity.
   - Assess Unify's impact on staff productivity and workflow efficiency.
   - Identify business process bottlenecks or inefficiencies caused by the system.
   - Evaluate the system's ability to support collaboration, task management and time-saving processes.

The review aims to identify issues in these areas, outline possible root causes, and to recommend key next steps for consideration.

1.2.1 Approach and Methodology

The Unify review commenced in October 2025 and was conducted over a seven-week period. The data collation and analysis methods used to conduct the review included:

- Unify system user interviews;
- Three site visits to regional centres
- In-person observations of system functionality in daily operational activities;
- Statewide Unify system user survey;
- Interviews and workshops with key Departmental stakeholders across different cohorts of Unify system users, management and IT staff;
- Review of system documentation, user manuals and training materials;
- Review of Unify Program documentation;
- Analysis of specific Departmental operational data and reporting; and

- Validation sessions of findings and observations with Departmental stakeholders and Unify users.

1.2.2 Key Scope Exclusions

This review was limited to DFSDSCS and therefore specifically did not include findings related to Youth Justice. Other key scope exclusions were:

- Reporting on or drawing conclusions related to the potential impacts or risks on child safety outcomes;
- Investigating and reporting on specific IT incidents; and
- Detailed data reconciliation audit of data migration.

1.3 Summary of Findings

1.3.1 Functionality

The introduction of the Unify system has resulted in impacts to a wide set of user cohorts that rely on the system to perform their daily roles and responsibilities.

1.3.1.1. Finding A – Delivery of Business Case Objectives

A core business case objective for the Unify program was to deliver a replacement for ICMS. This objective has not been met, as there are a significant number of gaps in system usability and functionality compared to ICMS (as further described in Finding B). This means users now need to rely on ICMS and iDOCS to perform their tasks (as further described in Findings C). Therefore, from an end-user and operational perspective an unfinished system has been delivered by the Unify program.

From a Unify program perspective, however, a system had been delivered based on the scope and changes that were formally modified and agreed during the Program lifecycle through the Program governance. The following is a timeline of relevant events in the program.

- May 2023: Unify Program business case was refreshed, which included all ICMS provided functionality.
- Late 2023: The Executive Design Authority approved the Stage 2 delivery scope. As part of this some scope items were deprioritised (e.g. Individual placement support, Genesys integration) which in effect removed these items from the Unify program Go-live scope.
- Early 2024: The Child & Family Unify Project Board revised the timeline for Operational reporting and Corporate reporting solution. This in effect removed most of the scope of reporting from the Unify Program Go-live scope.
- May 2025: The Unify Program's End Project report states that Corporate reporting will be delivered in 9 to 12 months, after the Unify Program Go-live.

The difference in perspectives has resulted in a misalignment between the business users and the Unify support function in how the remediations to the Unify system should be considered. At the time

of the review, a backlog of undelivered functionality and gaps in features were continually being remediated by the Unify support team, as part of the Continuous Improvement Pipeline (CIP) process. The business users considered the remediation of functionality gaps as delivering the remainder of the minimum system required (as per the business case objective). However, in the Unify support function's CIP process and governance, these were being managed as defects or enhancements on the Unify system.

After the completion of the Unify program, the governance and accountabilities for Unify shifted to operations and continuous improvement. While the governance has evolved organically, it has not been appropriately defined and formalised to deliver significant functionality changes and associated people change management.

1.3.1.2. Finding B – System Functionality

The functionality of the Unify solution has had reported widespread dissatisfaction from surveys and user consultations. There are still a number of identified gaps in functionality as summarised below:

- Descoped functionality (e.g. Individual placement support, Court affidavits, Reporting);
- Undelivered system integration (Genesys integration);
- Incomplete or ineffective functionality (e.g., Person search, Person 360); and
- A large number of known functionality defects.

The following observations were made of the functionality design and development process that are relevant context to the above issues:

- Scope items that were built in Stage 1 were deemed not fit for purpose and as a result, needed to be rebuilt within the Stage 2 budget. This led to the original scope of Stage 2 being reduced; and
- The design and testing of the system did not leverage important operational scenarios such as partial emergency situations or simulating the need to access large case histories for a child.

To perform their roles, staff now require the use of multiple systems as well as on and off-system process workarounds, which has increased the effort and duration to perform tasks and has negatively impacted user experience. However, no staff reported through this review that they could not perform their operational roles with these workarounds.

1.3.1.3. Finding C – Multi-system use and Inconsistent Terminology

The legacy ICMS system and the related iDOCS records store, which Unify was intended to replace, are yet to be decommissioned and continue to be used concurrently with Unify as they are an important source of relevant child safety historical data and records.

Staff therefore have to rely on three systems and/or sources of data to perform their daily roles (Unify, ICMS and iDOCS). Staff have to continue using ICMS as part of their roles to search for additional information or validate information that they obtain from Unify. New staff must become familiar with the legacy ICMS system, in addition to the Unify system, and incorporate it into their daily work.

Terminology used to describe elements or steps of child safety processes are in some cases also inconsistent across systems:

- Some terms have a different meaning within different parts of Unify
- Different terms were used between ICMS and Unify to mean the same concept

1.3.1.4. Finding D – User Interface (UI)

The UI of the Unify system received generally negative feedback from surveys and user consultations. The UI was considered by users as overly complex, and consistent feedback received indicated that staff were unable to access important information in a timely manner to perform their daily tasks.

A series of observations related to the UI design and system development process have likely contributed to these impacts.

- The system development process did not include end-user testing of wireframes prior to UI development which may have identified early in the Program the complexity inherent in the UI design;
- The development team were responsible for adhering to the User Experience guidelines. There was no evidence of ensuring compliance to these guidelines; and
- The user demonstrations of the system during Stage 2 and UAT did not use sufficiently representative scenarios and/or data which may have further highlighted potential UI design challenges.

The review found that staff were working flexibly with the UI and system functionality limitations to deliver services. The staff were supportive of improving the system to minimise the inefficiencies and risks to service delivery. While some survey feedback suggested 'going back to ICMS', from the staff interviews conducted, that reference indicates a strong desire to revert to a simplified user interface (similar to ICMS) and efficient ways of working.

1.3.1.5. Finding E - System Performance

System performance issues have been reported by staff, with users experiencing ad-hoc delays in system response as well as timeouts waiting for system tasks to complete. The timeouts were caused failed updates of data to the system, requiring users to re-enter data into the system. Business processes were disrupted, leading to reported inefficiencies in service delivery and user dissatisfaction.

Staff reported that they were not able to view all child history data when there were a large number of records (e.g. case history). As a result, users have expressed a loss of confidence in the Unify system due to the actual or potential presentation of incomplete data and through having to check additional data sources such as ICMS and iDOCS.

The following observations were made of the technical design and development process that are relevant context to the above issues:

- The review found that the Unify solution is based on an appropriate platform [redacted] and broadly the architecture is also appropriate. The solution delivery process based

on Agile is also appropriate in principle, as it provides for flexibility when many competing demands need to be considered by the Department;

- An October 2025 [redacted] performance review affirmed that the Department's implementation of Unify was generally sound, however there were parts of the Unify solution that were not designed and/or implemented to meet the requirements of a high transaction environment or to retrieve large data volumes; and
- The system performance assessment by [redacted] identified issues such as sub-optimal technical design choices (e.g. use of synchronous plugins, ineffective use of batch processing) and coding practices (e.g. application of retry policies and error handling, inefficient queries).

1.3.1.6. Finding F - User Training and Technology Support

The current training and support frameworks for the Unify system appear insufficiently aligned with user needs, contributing to inefficiencies and a lack of confidence in using the system.

Staff reported that training material (iLearn modules and virtual instructor-led training sessions) did not adequately support their needs as the training material did not match how the system functioned. The sentiment was that the material was not enabling them to effectively use the system or get support while using the system.

Furthermore, training of staff assumes the use of a single system – Unify, and does not take into account the necessity to leverage multiple systems / sources of data concurrently.

Staff reported that the embedded help function (WalkMe) was of limited help in resolving issues related to functionality support.

The Unify support team were progressively resolving defects, although there was no clear view of changes to the system and how relative priorities were aligned to business improvement / impact. Users reported that there were some previous instances where they observed when defect resolutions were implemented, it caused previously addressed defects or issues to resurface.

The users reported that the communications of defects and their resolutions were not clear. Some users were continuing to use workarounds after defects were resolved.

The following observations were made of the user training and support model that are relevant context to the above issues:

- Training modules were developed in parallel to system development, therefore any changes made throughout the development lifecycle were not incorporated in a timely manner leading to the differences between training material and the system;
- There was, low end user engagement in providing feedback on how best the Need a Hand (WalkMe) function should be setup to support them;
- Regression testing practices were not preventing the recurrence of defects after they were fixed in production. The support team indicated that the current regression testing had low coverage;
- Staff reported that Unify support related communications were written with a technical lens rather than a business lens, making it difficult for users to follow;

- The support team were triaging and prioritising incidents, defects and functionality delivery using a priority/severity score. There was no evidence of this linking to a business prioritisation framework;
- There were resourcing constraints especially as the Program was completed and contract resources were offboarded leaving a gap in knowledge and requiring existing staff to perform multiple roles to provide system support; and
- The current arrangement of having Business Readiness Coordinators (BRCs) was highly valued by users in enabling them to navigate the challenges with the system, training, defects and workarounds.

1.3.1.7. Finding G – Impacts to Operational Service Delivery

Operational staff reported the following:

- The effort and duration to perform tasks has increased with the use of the Unify system for service delivery across most service delivery stages;
- The Multi-agency SCAN was the only stage that had limited noted user impacts; notably the relevant functionality for Multi-agency SCAN was made live in 2020;
- A lack of confidence in the information obtained from Unify, specially related to finding information and persistent data quality issues; and
- Lower confidence (and anxiety) on the quality of child safety services that could be delivered by relying only on the information provided by Unify.

1.3.1.8. Finding H - Data Quality and Confidence

Actual and perceived data issues are directly impacting staff and management confidence in the availability, completeness and accuracy of the information that was being presented by Unify in business processes.

Both actual and perceived data quality issues, are described below:

- Actual data quality issues were the result of system performance issues (system timeouts resulting in partially complete data and the need for data re-entry by users), functionality issues (system allows users to proceed with their workflows without entering all the necessary data elements) and the inability to find data (because the data was agreed by the Program to be descoped as part of data migration). These data quality issues will grow with continued system usage; and
- Perceived data quality issues relate to system functionality issues (for example, the system does not always retrieve all historical data and or can return less search records compared to ICMS) and the inability to find the data easily (due to UI complexity).

The staff perception of lost data was likely attributable to the inability to find data using the complex user interface, functionality defects with retrieving or displaying all the data, and noting that some data/records were not migrated from ICMS. (note: a data reconciliation analysis of the Unify data migration was not performed as part of this review).

1.3.2 Data Management

1.3.2.2. Finding J - Reporting and Analytics

Aspects of reporting and analytics were formally descoped by the Program prior to go-live with the intent of these scope items being delivered as part of Business as Usual (BAU) support.

Staff performing reporting related tasks in Unify noted that a significant number of required reports were unavailable or unusable, due to a combination of known Unify reporting capability gaps and data quality issues. Several Operational reports have been delivered (circa 20), however only a small number (not more than 2 as of October 2025) were considered sufficiently acceptable to the evolved requirements of the business. Workarounds have had to be put in place by the business where reports were not available.

Significant work remains in the delivery of operational reports:

- The approach used to gather reporting requirements had not sufficiently captured the needs of the business, or what was expected of the Data & Reporting team to develop and deliver in a timely fashion. Most of the existing operational reports required remediation;
- The partial migration of data from ICMS to Unify had resulted in delays in developing reporting dashboards; and
- A majority of delivered reports required a significant amount of effort from the Operational Reporting team in cleansing and enriching data to produce them.

Significant work also remains in the establishment of the corporate reporting solution. DFSDSCS has embarked on a complex technology foundations uplift for this solution that is currently being undertaken as BAU. There was high uncertainty among reporting stakeholders that remaining work will be completed within the planned timeframes.

The reporting and analytics governance model is not optimised for the new reporting landscape. There was low confidence among reporting stakeholders that the reporting work was being prioritised in a manner that will have the greatest impact to the business.

1.3.2.3. Finding K - Operational Management

Managers and team leaders reported the following:

- They were operating with limited insights from reporting, as only a small number of reports with clean data were available and deemed useful; and

- Their reduced ability to use the system to monitor service performance, prioritise work, address areas of concerns, manage risks and optimally manage delivery resources. Teams have in place workarounds to track information outside the Unify system to help manage operations.

1.3.3 Productivity

Despite the challenges associated with the transition to Unify, staff members have demonstrated adaptability by adjusting their work practices, implementing interim solutions and maintaining service continuity during a period of significant system change. The available data reflects an operational focus on upholding service delivery despite emerging bottlenecks and the need for new workflows.

1.3.3.1. Finding L - Department Output

Prima facie, Unify reporting would indicate that the demand and output levels have had high increases for intakes, assessments and child safety court (when comparing monthly data in 2024 to the corresponding months in 2025). After factoring for data definition changes, the data shows that there have been increases but they have been modest.

The following are examples for intake only.

- Demand: Intake demand has increased by 49% (across July-September 2025 when compared to July-September 2024), however after factoring for data definition changes the increase was 10%.
- Output: Intake closures have increased by 37% (across July-September 2025 when compared to July-September 2024), however after factoring for data definition changes the increase was 1% i.e. there was no material observable increases in output.

The rate of incoming cases is exceeding the rate in which intakes are being closed. This was mainly attributed by staff to Unify system inefficiencies. There was no observed increase in total FTEs between FY24 to FY25 (which is the data used for this analysis). However in FY26, the Department confirmed it has approved additional FTEs and is actively filling these roles across the Department (incl. in the regions).

1.3.3.2. Finding M - Staff Productivity and Quality

Staff reported that their personal productivity levels have declined. Staff indicated that tasks required additional effort to complete on Unify compared to ICMS. This was attributed to reduced process efficiency and increased administrative burden of the Unify system, impacting operational performance. The largest adverse productivity impacts were indicated for intake, assessment and child safety court processes.

Staff reported they had adjusted and prioritised their work to meet the most critical service delivery needs (time critical tasks), in lieu of performing (or by delaying) tasks that were less critical (e.g. management and administrative tasks).

The following work-related metrics that would provide further visibility into staff productivity levels (both improvements and declines) was not available:

- Overtime work;

- Tasks that had delayed execution; and
- Tasks that have not been performed.

Staff have reported increased instances of data inaccuracies since Unify was introduced requiring additional time spent on addressing data quality issues whilst performing tasks. This has, in some instances, impacted the timeliness of court activities and resulted in delays in care arrangements being put in place. Staff also reported increased risks to service quality stemming from an increased likelihood of providing inaccurate information to other agencies or by making key decisions in the absence of all information.

1.3.3.3. Finding N – Business Process Bottlenecks

Unify reports indicate the backlog has grown in the following service delivery areas: in-progress intakes, assessments and care arrangements. Staff attributed this to stage-specific bottlenecks, with increased likelihood of missed deadlines and service delivery delays. Staff have observed instances of standard child protection matters evolving into high-risk cases when they remain on the backlog for extended periods, although there was limited data to confirm how often this has occurred in practice.

1.4 Recommendations and Next Steps

1.4.1 Next Steps

The following high-level approach is recommended to remediate the issues and challenges faced with the Unify system. The approach is based upon the following rationale:

1. **Immediate to short term**: Establish an effective governance structure that can sponsor and steer changes and investments across Unify, ICMS, iDOCS and other related initiatives to ensure the greatest impact changes are prioritised and delivered.
2. **Short term:** Focus on delivering the known short term / high impact changes to the system. A start, accelerate, modify or stop analysis of any current or short term planned system changes should be undertaken and activities that can be directly linked to an improvement in the safety of children, should be given priority.
3. **Medium to long term:** Assess the medium to long term changes required and arrange this into a formal delivery model with a clear, costed and milestone-based roadmap.

1. Immediate to short term

Reconstitute Unify governance and accountability

While the Unify system continues to operate in a state of change with a large backlog of improvements, governance over the Unify system, ICMS, iDOCS and other relevant initiatives should be reconstituted to improve control and direction for all three key systems. A multi-Department governance forum may be appropriate considering the broader impacts outside of the Department. Important elements of the reconstituted governance should enable:

- **Mobilisation of an Unify Uplift initiative:** to ensure uplift activities are structured effectively under the reconstituted governance model as to provide executive oversight and steering to prioritised system improvements and operations in the short to medium term;
- **Business prioritisation and direction:** To ensure that the business understands and sets the priorities for any changes to Unify. For this governance to be effective, clarity is required on the business improvements needed as well as the proposed Unify changes and their impacts and related effort/expenditure. A business prioritisation framework will help stakeholders align on changes that are critical (e.g. gaps in Unify functionality that was previously available with ICMS);
- **Business Design and Change Management:** To ensure that any future functional changes to the Unify system incorporates the business needs and the 'Voice of the end users', to improve the user experience in terms of: i) UI and functionality to assist users to complete their workflows efficiently, and ii) communications and updated training and support material that enables them to use the Unify system smoothly;
- **Technical design governance:** To ensure that the appropriate technical design and coding practices are being followed when making future changes, as well as reducing the technical debt from past suboptimal technical design and coding practices; and
- **Data governance:** To ensure data quality is improved within Unify, to increase the confidence of the data available in the Unify system and limit users going between multiple systems to verify the validity of the data.

2. **Short term**

Deliver short-term/high impact improvement activities

The Department should immediately review all Unify system changes that are either underway or planned.

- **Immediate:** A rapid analysis of these activities should consider if they should be started, accelerated, reprioritised, modified or stopped to ensure that all Departmental effort and available capacity is focused on having the greatest immediate impact.
- **Immediate / short term:** The Unify team should progress known tactical improvements to reduce the work effort and service delivery time for frontline staff. Examples of such improvements are:
    - **UI improvements**: Using ICMS as a guide, relevant information should be displayed in a meaningful order to minimise user effort and time spent in looking up for information for tasks that they perform frequently;
      As an example, a UI improvement which would benefit users is the ability to find information via an initial list view rather than clicking on each link in the list to find the information required (e.g. finding a person's primary placement, finding the current protection order); and

- **Support model and Communications:** Extend the Business Readiness Coordinators (BRCs) as they provide an immediate contact point for users to troubleshoot issues in the system and provide additional training for BRCs to assist with more complex troubleshooting issues for staff.

3. **Medium to long term:**

Collate and assess the remaining work and prioritise activities to stabilise business operations

There are multiple perspectives for Unify solution remediations or improvements within the Department. A comprehensive view of the significant work remaining needs to be baselined and estimated at a high-level, with agreed priorities. The following approach is suggested to prioritise the activities and develop a roadmap for execution.

- **Identify the improvements required across the following priority areas:** User Interface, functionality, system performance, data quality, security and reporting;
- **Prioritise these improvements:** Use criteria such as impacts to child safety, improving staff productivity/satisfaction (e.g. increase in user ratings, if end user survey is repeated), improving efficiency (e.g. reduction in bottlenecks) and lowering risks to service outcomes. Identify the **priority** improvements that will be required to reach what would be considered "stable business operations";
- **Conduct an assessment for a Corporate Reporting interim solution:** Corporate Reporting is the most significant solution scope that remains to be delivered. This is currently being delivered with BAU resourcing. This step is to assess if it is possible to deliver Corporate reports using an interim solution (similar to the Operational reporting solution) for less effort and in a reduced timeframe. The Data Vault based solution can continue to be worked on as the long-term solution;
- **Consult with Youth Justice and broader ecosystem:** Consult with Youth Justice and the broader ecosystem to identify their relative and shared priority improvement requirements. The diagnostic review did not consult with Youth Justice or the broader ecosystem of external partners that use the Unify solution or rely on information contained within it. By consulting with them and capturing their priortities, the prioritised list of improvements for Unify can represent the broader priorities of the child safety ecosystem partners; and
- **Roadmap activities:** Identify the key dates and horizons and by when improvements need to be implemented.

Develop a costed medium-to-long term roadmap for Unify

A costed roadmap is required to assess the investment required to bridge the gap from the current state to stable operations within the medium term.

- Estimate the resourcing and costs required to perform high priority work and develop a high-level roadmap with a time constraint for the 'medium term' (e.g. in the next 9 to 12 months);
- Confirm the delivery and support model for conducting uplift activities in parallel to Unify BAU support and remediations; and
- Identify the funding uplift that is required.

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Section 2

Context and Scope of Review

Overview

This section captures the context leading up to this review and the scope of the review.

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2. Context and Scope of Review

Deloitte was engaged in October 2025 to conduct a review of the Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS) Unify system. The Unify system, used by the Child Safety division of the Department, went live in April of 2025.[1] This system manages the records for about 16,000 children. Approximately 3,000 Department staff, across six regions rely upon Unify to perform the day-to-day activities related to their specific roles. Six months following the implementation of the Unify system, challenges such as the ability to access timely and accurate information from the system were still being reported by frontline users. As such, the Department requested an independent review covering three focus areas: functionality, productivity and data management. This review aimed to identify issues, their root causes and key activities to be undertaken to remediate the issues.

2.1 Role of the Department

The Department of Child Safety provides a wide range of services to ensure the safety and wellbeing of children in Queensland. The services they provide include[3]:

a) **Protecting Children:** A dedicated service established to protect children and young people who have been harmed or at risk of harm and do not have a parent able and willing to support them from harm. It ensures measures are in place to protect and prevent a child or young person from further harm.

b) **Aboriginal and Torres Strait Islander families:** A service designed to ensure that appropriate representation for children in care from Aboriginal and Torres Strait Islander families can be provided in culturally sensitive ways.

c) **Children and young people in care:** Ensuring that a child or young person in care understands their rights, are supported to have a say in decisions that affect them, and know who they can talk to if there is an issue that needs to be addressed. This also includes disability supports and NDIS for a child or young person and how they can get the resources they require when in care.

d) **Support for parents and families:** A service that provides assistance for parents and families raising children and the support available when their child is in care. Support is also provided on reporting abuse, contacting child safety and any ongoing intervention that may be required.

e) **Foster and Kinship care:** A service for those wishing to become a foster carer and additional resources for established foster and kinship carers.

f) **Adoption:** A service that provides guidance around the process of adopting in Queensland in accordance with the Adoption Act 2009.

These services impact families, children and young people and are required to ensure the safety and wellbeing of children and young people. As a result, the need for a reliable and accurate IT system to support staff and enable them to provide such services is paramount.

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2.2 Purpose of the Unify System

2.2.1 ICMS Replacement

The Unify Program was established to address the critical need to replace the outdated ICMS, which was increasingly inefficient and no longer meeting the service model requirements for Child Safety and Youth Justice. Its aim was to deliver a contemporary, foundational platform as a centralised solution to enable seamless information sharing with other Queensland Government agencies.[4]

The previous system ICMS, was a critical business system that was beyond its intended life span and no longer fit for purpose to serve its business need of 4,700 frontline and support staff. The legacy system became a limiting factor in the ability of staff to determine the true extent of emerging risks relating to the delivery of the right interventions and services to children and families in need.[1,4]

Evidence supporting the ICMS replacement has been extensively documented in the ICMS Replacement Program, Detailed Business Case.[4] There was a clear case for change, demonstrating that retaining ICMS was unsustainable due to its growing limitations and inability to meet evolving service demands.

Unify as the modern client and case management system was expected to deliver key outcomes[4]:

- Enhanced information accessibility for service delivery partners, improving decision-making and reducing risks to children and young people.
- Advanced data insights to enable evidence-based policy development, practice improvements, and targeted resource allocation.
- Significant reductions in administrative burdens, allowing frontline staff to dedicate more time to engaging directly with families and young people.
- Greater flexibility to adapt to legislative, policy, and practice changes through a scalable, integrative platform.

2.2.2 Issues Leading to the Review of the Unify System

Post the implementation of the Unify system in April 2025, several purported challenges have remained with frontline staff reporting issues with not being able to access critical information in a timely manner and issues with inputting data.[5] In September 2025, a critical IT system error within the Department resulted in concerns of missing or incomplete data regarding at-risk children.[5,6] This incident raised serious concerns about systemic vulnerabilities in data management and the potential risks to child safety oversight and case management.

Following this, the Department sought to undertake an independent review to understand the issues with the Unify system and the root causes and implications for the Department's operations. In October 2025, Deloitte was engaged to conduct this review.

2.3 Review Scope

As part of Deloitte's review of the Unify system, three key areas of focus were identified and agreed. This includes Functionality Assessment, Productivity and Data Management.

The focus areas and review objectives were as follows:

Functionality	• Assess the system's core features and capabilities to determine if they align with the organisation's current and future operational requirements. • Identify any gaps in functionality that hinder performance or service delivery. • Evaluate the integration of Unify with other organisational systems and tools. • Assess the system's alignment with user needs and identify end to end pain points on the use of the system. • Identify any barriers to efficient use, including navigation, responsiveness, and customisation options.
Data Management	• Review the system's ability to securely store, manage, and retrieve client data. • Assess compliance with data privacy and security regulations, including Queensland Government standards and relevant legislation, noting that this assessment will not constitute a legal compliance review. • Evaluate data reporting and analytics capabilities to ensure they support decision-making and strategic planning.
Productivity	• Analyse the extent by which the gaps in functionality identified during the review were impacting productivity. • Assess Unify's impact on staff productivity and workflow efficiency. • Identify business process bottlenecks or inefficiencies caused by the system. • Evaluate the system's ability to support collaboration, task management and time-saving processes.

2.3.1 Scope Exclusions

To ensure the review remains aligned with clear objectives, certain areas have been deliberately excluded from the scope. These exclusions are outlined below:

- Reporting on or drawing conclusions of the impacts or risks on child safety outcomes.
- Reviewing the scope of Youth Justice products within the Unify system.
- Investigating and reporting on specific IT incidents.

- Reviewing the Unify Program or past decisions made in the program. However, as part of root cause identification the review looked at the current Software Delivery Life Cycle (SDLC) used to update the Unify production system.
- Providing detailed recommendations, providing an implementation roadmap or supporting with the implementation of recommended changes.
- Conducting technical audits of system infrastructure or hardware.
- Performing a data reconciliation audit of data migration
- Performing a cost analysis for system replacement or upgrades.

2.3.2 Inputs

The analysis for this review incorporated insights from over 130 stakeholders across more than 50 stakeholder interviews and three site visits to and Child Safety Service Centres . The review engaged stakeholders from diverse roles, regions, and functional areas. Participants were carefully selected to ensure balanced representation across:

- **Governance and Leadership:** Senior Executives, including Directors-General (DGs), Deputy Directors-General (DDGs), and Heads of Corporate Services, Information Services, Internal Audit, and Strategy.
- **Program-specific Roles:** Key personnel from the Unify Program, such as Directors, Product Owners, ICT operations managers, Business Readiness Coordinators (BRCs) and training leads.
- **End Users:** Regional Executive Directors, Child Safety Officers, Senior Team Leaders, Placement Services representatives, and Business Readiness Coordinators .
- **Specialist Support Areas:** Legal practitioners, data analysts, ICT professionals, security experts, and performance reporting specialists.

In addition to direct stakeholder input, a review of more than 500 program artefacts was. These documents spanned the entire lifecycle of the Unify Program, from its commencement to the post-implementation phase, including strategy documents, program plans, technical specifications, risk registers, and performance reports.

Two surveys were conducted as part of the review:

- **End user survey:** This survey covered three key areas, user interface challenges, gaps in functionality and training and support for end users of the Unify system. The survey was sent to all staff and received over 1,000 responses.
- **ICT survey:** This survey covered four key areas, the user interface as perceived by end users, troubleshooting and issue resolution, defect management and training & support. It was intended for users who were involved in the development and implementation of the Unify

system and those who continue to support the system. The survey was sent to approximately 130 staff members and received over 40 responses.

For a complete list of stakeholders interviewed and artefacts examined, see *Appendix B* and *Appendix C* respectively.

2.4 Analysis Approach

This review was carried out over a seven-week period. The below timeline outlines the activities that were undertaken over each week to meet the objectives of the engagement and deliver the final report.

- **Week 1–2:** Stakeholder engagement and data collection
- **Week 3–4:** System analysis
- **Week 5-6:** Site visits and drafting of findings
- **Week 7:** Final report.

The approach consisted of the following:

Stakeholder Engagement	Conduct interviews, surveys, and workshops with key stakeholders, including end-users, management, and IT staff, to gather insights on system adoption, performance and challenges.
System Analysis	Perform an analysis of current functionality, data management, user interface, and integration with other systems. Review system documentation, user manuals, and training materials.
Reporting and Next Steps	Prepare a report summarising findings, including implications and root causes, areas for improvement and areas that were working well. Overview of required next steps for remediations.

2.5 Limitations

While this review was conducted with due care, it is important to acknowledge certain limitations that may affect the depth or breadth of the findings. These limitations are outlined below:

- The report was prepared by Deloitte solely for the internal use of the Department of Families, Seniors, Disability Services and Child Safety. This report is not intended to and should not be used or relied upon by anyone else and we accept no duty of care to any other person or entity. The report has been prepared for the purpose set out in our contract dated 23 October 2025. You should not refer to or use our name or the report for any other purpose.

- The review was constrained by the given timeline of 7 weeks. This limits the extent of the assessment as well as the level of details. For clarity, the review prioritised efforts in assessing areas where there were known issues.
- The review was also informed by the availability of data and documentation. Where this was not sufficient, any potential limitations to findings have been noted throughout.
- The review was not an audit as defined by the Australian Audit Standards; nor was it done as an Internal Audit engagement.
- The review did not seek to develop future operational requirements and/or user needs. Our understanding of requirements and user needs were based on existing documents or gaps in the system identified during user consultations.
- This review is purely of a consulting and advisory nature and does not constitute legal advice.
- This review cannot be relied upon to disclose irregularities, including fraud, other illegal acts, or errors which may exist.

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Section 3

Overview of the Unify System

Overview

This section captures the Unify System's intended vision/objectives, and the Unify solution relevant timeline of what took place prior to, during, and following the Unify Solution go live.

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3. Overview of the Unify System

3.1 Unify solution vision

The Unify Program's vision was "To ensure Queensland families, children and young people are cared for, protected, safe and able to reach their full potential through improved capability for our frontline staff, government agencies and partners to share information and integrate service delivery".[6]

3.1.1 Unify Solution Objectives

The objective of the Unify system was to overcome the limitations of the legacy Integrated Client Management System (ICMS) and to fully meet the needs of the Department for a contemporary child and case management solution. The aim was to provide the ability to easily see all relevant information about a child or young person, and for agencies and funded service providers to access and contribute to this information.[7] The Unify Program aimed to deliver a new contemporary client and case management system, which includes three critical capabilities of being client centric, integration-enabling and data-driven.[7]

The Unify solution comprises 6 core products within the Child and Family domain[8]:

Referral, Reporting & Intake	The overall objective of this product was to improve and streamline the two-way information sharing between DFSDSCS and key partners such as Queensland Health, Queensland Police, and Department of Education. This product aimed to ensure that there were clear lines of communication to efficiently transmit concerns, family and child history, referrals to support services, health history, and child protection requests. There were 3 distinct areas this product focused on: **1. Referral and Reporting:** Improve and streamline the two-way information sharing with Education, Queensland Police and Queensland Health to enable efficient and reliable receipt, recording and referral process. This includes referrals to external agencies, like family support services, and the tracking of referrals made to service providers and confirmation of receipt and response type. **2. Intake:** Simplify and streamline the capture and two-way information sharing. This includes: Streamlining reporting of concerns, enhancements to the online professional reporting form, integration with Genesys telecommunications platform, recording and enhancing intake processes (incl. care base and in-home

	interventions), generating additional requests for information, and secure transfer of referrals. **3. S159N:** Improving the way that requests under section 159N of the Child Protection Act are managed, including: • Streamlining information sharing with Advice, Referrals and Case Management (ARC) system. • Internal functionality to track and centralise S159N requests. • Integration with partner agencies (Queensland Police Services [QPS], Department of Education [DoE], Queensland Health [QH]). • The implementation of the QHealth search that allows Child and Family to see recent hospital attendance for a client and mitigate the overuse of requests to QH and seek targeted information and responses.
Investigation & Assessment	The objective of this product was to streamline processes to enhance appropriate safety responses to children and, where appropriate, support differential responses with Non-Government Organisations (NGOs) enhancing information sharing and presentation of information.
Ongoing Intervention	The objective of this product was to improve access and monitoring of key data and information to facilitate informed decision making and assessment of the need for intervention to safeguard children and families' safety, wellbeing and belonging. Key enablers include: • Streamlined access to information, enabling end users to quickly and accurately make informed assessments. • Improved ability of the end user to easily identify and access key data points from across the client's timeline. • Increased oversight of interventions through data reporting and improved visibility of key decision making and information gathering points. • Simplification of case planning emphasising future planning and improving plan meaningfulness for children and families. • Expanded capacity to monitor funded services and outcomes, and integration with other systems to improve information sharing and access for children, young people, families, and carers.
Care Arrangements	The objective of this product was to ensure a child or young person's future needs are better met through improved access to information to support placement decisions, with improved identification, understanding availability and matching of carers for placements. Key enablers include: • Improved ability to provide more culturally appropriate placements to Aboriginal and Torres Strait Islander children and young people. • Streamlined and improved recording of carer recruitment processes to better manage end-to-end processes for foster or kinship carers. • Ability to manage carer expression of interest, carer applications and approvals and renewal of approvals, carer exit rationale (planned or unplanned).

	• Greater accessibility to information and ability to use mobile devices for foster and kinship carers, care service staff including staff of residential care services and Child Safety staff. • Improved visibility of care service actions and responses, and support provided by Child Safety to enable more informed client choices. • Streamlining of current Standards of Care manual processes to meet legislative requirements of the Child Protection Act 1999.
Child Safety Court	The objective of this product was to improve the management, submission, information visibility, and information sharing abilities of the Department with regards to court applications, matters and orders.
Multi-Agency SCAN	The objective of this product was to improve outcomes and services for a child/young person at the right time and place by providing all Suspected Child Abuse and Neglect (SCAN) team, core member agencies and Child Safety staff with easy access to information. SCAN documentation was to be easily visible and accessible by core member agencies to ensure a holistic assessment of the child and family's needs.

In addition to these six core products, three common products with shared functionality with Youth Justice were also delivered as part of the Unify system implementation[9]:

Person Profile	The objective of this was to enable staff to view, create, edit and search for person profiles within Unify.
Genograms and Ecomaps	The objective of this was to provide an effective, easy to use tool to create quick, consistent and easy editing of genograms to identify and provide visual representation of family members, family patterns and Aboriginal and Torres Strait Islander kinship structures.
Dashboards	The objective of this was to create Dashboards within Unify which would remove inefficiencies of online process and improve the visibility, planning and management of workloads of staff.

3.2 Unify Solution Chronology of Key Events

The following timeline provides a chronology of the key events that occurred throughout the implementation of the Unify solution commencing from 2017 till 2025. It provides an overview of the key tranches that were setup and delivered as part of the system implementation and a detailed overview of events in Stage 2.

3.2.1 Stakeholder Involvement & Governance

The Unify program was governed by a Program Board chaired by the Deputy Director-General Service Delivery. The Board was responsible for key decision-making processes for the Program.[4] The Program Board reported to the Department's Information Steering Committee.

The original detailed business case involved a widespread consultation process involving various Queensland Government Departments and Partners (e.g. Dept. of Education, Queensland Police Services, Queensland Health).[4] The business case was informed by these consultations and recommendations for investment were subsequently supported by the Unify Program Board and other key stakeholders.

The governance framework for the Unify Program leveraged existing forums for oversight and strategic direction, such as the above-mentioned Program Board and Information Steering committee, whilst establishing a new decision-making group, the Unify Senior Management Group, as an Executive Design Authority (EDA).[10] The new group's purpose was to provide strategic oversight of business and solution designs, ensure the achievability of scope and consider any associated impacts to the broader program timeframes, objectives and benefits.[11] This committee included representation from the program and wider business including external representation as required to discuss changes and agree on decisions.[11]

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3.2.2 Unify Program Timeline

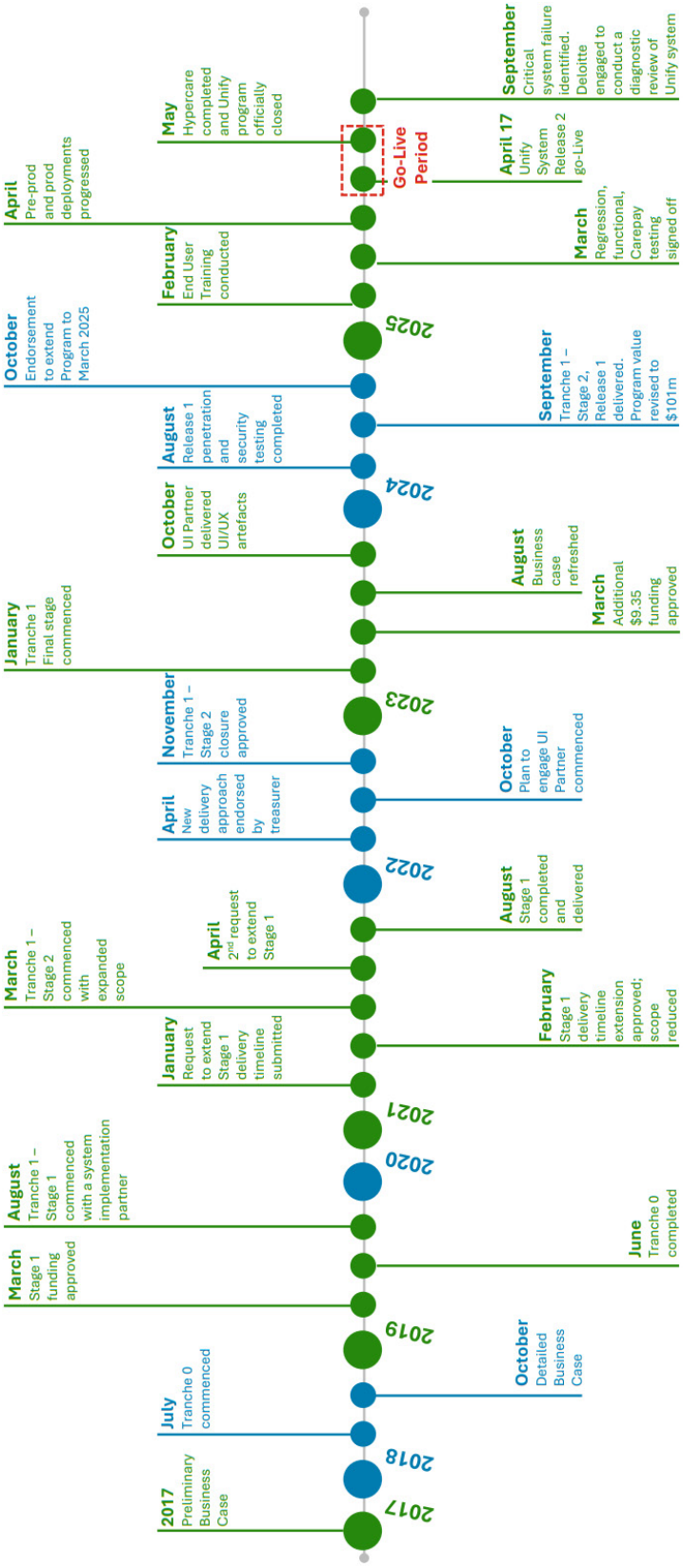

Figure 1. Unify Program Timeline.[12,13,14]

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The table below which outlines a chronology of key events. It documents dates of events, event descriptions, and references from which information was sourced. All content has been based on the information sourced from artefacts provided by OCIO and stakeholder meeting minutes.

The Unify Program was delivered across two Tranche's. Tranche 0 laid the groundwork for the Unify program. Tranche 1 was split into three stages. Stage 1, Stage 2 and the stage Completion of Tranche 1. The following table consolidates events from Tranche 0 to Tranche 1 into a chronological order.

Timeline	Notable Key Events
2016-2018: Foundational Planning and Initiation	• Business Case for Tranche 0 was approved for the cost of $4M, laying the groundwork for the Unify Program. • 2017: Preliminary Business Case (PBC) was finalised, marking a significant milestone in the program's early development.[6] • July 2018: Tranche 0 officially commenced.[6] • October 2018: the Detailed Business Case was approved, providing a clear direction for the program.[6]

2019: Transition to Tranche 1	• March 2019: Stage 1 funding for Tranche 1 was approved for $35M.[1]
	• June 2019: Tranche 0 was completed.[1] This laid the foundation for Tranche 1 and delivered[6]:
	  ○ Mandatory reporting for Education – An efficient reliable receipt, recording and referral process of student protection reports.
	  ○ Child safety service catalogue – A centralised searchable catalogue of Child Safety services.
	  ○ Youth Justice service catalogue – A centralised, searchable catalogue of Youth Justice services.
	• Tranche 1 - Stage 1 commenced in 2019 with EY as the SI partner.[4]

2020-2021: Adjustments and Progress	• January 2021: Original delivery timeline for Stage 1 was set for December 2020, however, due to the impacts of COVID-19, rate of reform and an increased demand for service delivery, a request to the Unify Program Board was submitted for an extension to May 2021.[1] • February 2021: First extension of Stage 1 delivery was approved, with the Child and Family Court product reallocated to Stage 2.[1] • The scope of Stage 1 was reduced, while Stage 2 was expanded to include the Youth Justice Restorative Justice and Child and Family Care Arrangements products without altering the budget.[1] Planning activities for Tranche 1 - Stage 2 were conducted for an additional budget of $2M. • March 2021: Tranche 1 - Stage 2 commenced with an initial budget of $58M. Stage 1 and Stage 2 were executed in parallel during this period.[1]

Timeline	Notable Key Events
	• April 2021: A second extension of Stage 1 delivery, increasing the budget by $1.4M to $37M.[1] • May 2021: Business case was refreshed to reflect the budget and timeline revisions • August 2021: Stage 1 was completed at project cost of $37M.[1,15] Products delivered for Child Safety were SCAN, Care Arrangements and for Youth Justice was Restorative Justice.[1]
2022: Planning and Approval	• April 2022: A new delivery approach was endorsed for the program to combine Stage 2 and Stage 3 into a single Stage -Completion of Tranche 1. Completion of Tranche 1 would be deployed across two release windows (Release 1 and Release 2).[1] • October 2022: planning began to engage a UI Partner to deliver the UX/UI design.[1] • November 2022: Stage 2 of Tranche 1 was formally approved for closure in December 2022 having delivered three functional business products (a build upon the three products released in Stage 1 – SCAN and Care Arrangements for Child Safety and Restorative Justice for Youth Justice), and making progress on technical work packages, enterprise architecture and program artefacts.[1] This was delivered for $34M. Of the total budget (of $58M), the remainder was transferred into the Completion of Tranche 1.
2023: Final Stage of Tranche 1	• January 2023: The Completion of Tranche 1 stage commenced with an allocated budget of $81M including the funding transferred from Stage 2). This was split across two releases.[1] • August 2023: The business case was refreshed to reflect the budget and timeline revisions. • October 2023: UX Partner delivered "User Experience and User Interface Process and Guidelines for Stage 2", wireframes, final versions of the Figma and business rules documentation.[16,17,18]
2024: Testing and Release 1	• April – May 2024: Penetration and security testing for Release 1 was conducted.[1] • July - August 2024: Performance testing was completed and signed off.[1] • September 2024: Release 1 was delivered, and the Unify Program received additional funding with the budget revised to $101M from $81.3M without altering the program's end date of December 2024.[1] Release 1 delivered the main Youth Justice Functionality as well as common functionality for all Youth Justice and Child Safety.

Timeline	Notable Key Events
	• October 2024: Endorsement received to extend Program end date to March 2025 and project value for the Completion of Tranche 1stage was revised to $109M from $101M. • December 2024 – March 2025: Regression and functional testing, along with Carepay testing for Release 2 was carried out and signed off.[1]
2025: Final Deliverables and Completion	• January 2025: Endorsement received to extend Program end date to 18 April 2025 and project value for Completion of Tranche 1 stage was revised to $110M from $109M. • February - April 2025: Training for end users was conducted.[19] • March - April 2025: Pre-Production and Production deployments for Release 2 were carried out.[20] • April 2025: Release 2 was delivered, marking the end of the Completion of Tranche 1 stage, which was originally planned for December 2024. The final cost to the Unify Program for Stage 2 and the Completion of Tranche 1, Release 1 and 2 was $145M. Release 2 delivered the main Child and Family functions which included: o Referral, Reporting and Intake o Assessment o Care Arrangements (building on functionality delivered in Stage 1) o Child Safety Court o Ongoing Intervention o Multi-Agency SCAN (building on functionality delivered in Stage 1) • Undelivered functionality and features are explained in more detail in section 4. • May 2025: The Hypercare phase began with the go live of Release 2 and was conducted for one month, formally ending on 12 May.[1,20,21] The Unify Program concluded with a total cost of $188M, across Tranche 0, Tranche 1 (across Stage 1, Stage 2 and the Completion of Tranche 1, Release 1 and 2).
2025: Post Implementation	• Post go-live: The ICMS system continues to be used in tandem with Unify as it holds relevant historical data and records related to children. Due to the reliance of staff on ICMS (and iDOCS which are sources of data), it was not possible to decommission these systems. • April 2025 – December 2025 (present): Ongoing defect management and incident resolution is being performed by the support teams.[5]

Timeline	Notable Key Events
	• September 2025: Due to the alleged critical failure of the system, Deloitte was formally engaged to perform a diagnostic review of the Unify system.

3.3 Drivers for replan and delivery model change

For Stage 1, the Department conducted a significant procurement process and appointed a Systems Implementation (SI) partner on February 2020[145], EY, to support the design, build, test and release of committed product features. However, there were setbacks in Stage 1 resulting in extensions and a diminished set of functionality being delivered.[23] There were several reported external reasons that caused the delays including impacts of COVID-19, significant rate of reform, and an increased demand for service delivery.[1]

Following approved extensions of Stage 1 from December 2020 to May 2021 then August 2021, a lessons learned review was conducted on Stage 1 delivery, the outcome of which was a refresh of the original business case delivered in 2018.[22] The refreshed business case was accompanied by not only a replan and re-baseline of milestones but also a change to the delivery approach and scope for each stage.[22] The refreshed business case (2021) outlined a number of drivers to replanning[22], including:

- Ensuring product scope was viable and fit-for-purpose to deliver business benefits
- Additional time for testing including defect resolution and standing up environments
- Aligning of vendor warranty period
- Aligning of delivery pace
- Revising business release model

On the back of this review, it was agreed to exit the SI partner (on February 2022)[145] and development of the remainder of the Unify solution would be managed in-house with a cohort of contingent staff. The lessons learned review did not document adequate details on the reasons why the delivery approach was changed.[22]

As a result of the delays to product development, some committed functionality was pushed to Stage 2, such as the Child and Family Court product, while others required significant rework, such as significant improvement to SCAN functionality, which the Department took over responsibility to develop after the SI partner's exit.[23]

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3.4 Unify system development lifecycle

3.4.1 Unify Solution Build and UI/UX Design

The software delivery lifecycle (SDLC) was established on an Agile DevOps model to adopt an iterative, collaborative approach to delivering the Unify program.[24,26] The SDLC process based on agile is appropriate in principle when governed effectively. It provides flexibility when many competing demands need to be considered by the Department. This process was also supported by key principles of being client centric, data-driven and integration-enabling.[4] The typical process phases of the SDLC were[26]:

1. **Discovery:** this phase covers current state analysis, requirements elicitation and high-level conceptual architecture.
1. **Plan:** this phase covers the definition of scope, validation of requirements, sprint planning, and data and testing approaches
2. **Design:** this phase covers solution modelling, functional design and integration assessment.
3. **Build & Test:** this phase covers the iterative cycle of functionality build against user stories, functional and user testing and quality checkpoints.
4. **Deploy:** this phase covers the technical release into production for the business
5. **Embed and Sustain**: this phase covers post implementation reviews, transition to support, management of the Continuous Improvement Pipeline (CIP), and developing knowledge.

The implementation team confirmed that the above process was followed however design components such as functional design and data models continued to be developed and updated as required through the build and test stages.[25] The Unify team also confirmed that the design and testing of the system did not use important operational scenarios (e.g. partial emergency situations) and/or sufficiently representative data (e.g. large case history).[46]

In addition to this, UI/UX design was conducted with a UI Partner, who helped with the co-design wireframes to support the development of the UI. These co-design sessions were run as sprints in parallel to the build of the Unify system.

3.4.2 Data Migration

The approach to data migration was broken up into five key stages[128]:

1. **Preparation:** This phase consisted of three activities
    a. Planning/Strategy: Defining the Data migration scope and approach. This included the preparation of the Data Migration Strategy, Data cleansing approach and the Data Migration Reconciliation approach.
    b. Data Analysis and Profiling: Analysing the source system data and focusing on defining the target solution's data migration requirements.

   c. Data Cleansing/Identity Data Quality Issues: Cleansing the data and identifying data quality issues throughout all stages of the project.

2. **Design:** This phase consisted of four activities
   a. Data Migration Selection Criteria: The Data Migration team works with business analysts and subject matter experts to define what data should and should-not be migrated.
   b. Data Migration Specification: Defining the design and data mapping for data migration such as extraction and transformation rules that will be aligned to the source system data so that it aligns with the target system business process design and the target system technical and integration design.
   c. Data Mapping: Mapping target system fields to the source system fields.
   d. Data Validation and Reconciliation planning: Design the procedure that will be undertaken to reconcile migrated data.
3. **Build and Test:** This phase consisted of four activities
   a. Build and Unit Test: Produce the data migration scripts to automate the data extraction, transformation and loading of data from the source system to the target system.
   b. System Testing: Focused testing on verifying the transfer and transformation of data from the source system through to Target systems. This will include full end to end testing of the migration process including validation and reconciliation.
   c. Trial Data Migrations: Trials performed as part of the test environment setup and into data migration client.
   d. Business Data Reconciliation Plan: Post successful trial data migrations, business will develop a data reconciliation plan to confirm that data migration activities were successful.
4. **Deploy:** This phased consisted of three activities
   a. Cutover Planning: Data migration activities and workflow required to complete the data migration is defined and incorporated into the cutover plan.
   b. Go-Live Simulation: Cutover plan validated during one or more go-live simulation dress rehearsals.
   c. Final Data Conversion: Cutover plan is executed for the final time into production.
5. **Support:** Running of support activities once system is live and any post go-live data migrations/cleansing/corrections.

Note: As a reporting solution was not delivered for the Unify Program, the methodology used for reporting has not been documented.

The data migration criteria was agreed by the Technology Board on 18 July 2023.[147]

A set of data entities for each product was defined with an agreed criteria for what would be migrated. A subset of this criteria is show in the table below.[128,129]

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Product	Overview of Data entities and their scope for migration

Referral, Reporting and Intake	• All major entities were out of scope except:
	  ○ Child Protection History
	  ○ Person Alerts

Investigation and Assessment	• All major entities were in scope unless there was no data from ICMS. The criteria for these entities was as follows: • Only data for open cases or cases closed within the last six months across all entities were in-scope for data migration. This criteria translated to Assessment Outcomes, Case Notes, Safety Assessments etc.

Ongoing Intervention	• All major entities were in scope for ICMS. The criteria for these entities was as follows:
	  ○ All open data on an ongoing intervention case
	  ○ All open ongoing intervention events and events closed within the last six months
	• All additional information for the above in-scope cases such as Child Strengths and Needs Assessment, Case Plans, Safety Assessments, Case Notes etc.

Child Safety Court	• All major entities were in scope unless there was no data from ICMS. The criteria for these entities was as follows:
	  ○ Open Orders
	  ○ Court Applications for each in-scope subject child
	  ○ Business rules
	• Open events

Care Arrangements	• All major entities were in scope unless there was no data from ICMS. The criteria for these entities was as follows:
	  ○ All person and organisation locations
	  ○ All open placements and placements closed in the last six months
	  ○ All open Standard of Care events
	  ○ All carer entities and profiles
	• All locations where a child has been placed

Product	Overview of Data entities and their scope for migration

Common Functional Requirements	• All major entities were in scope unless there was no data from ICMS. The criteria for these entities was as follows:
	  ○ All people and organisations within ICMS
	  ○ All Legal Advice Case Notes
	• All approvals and decisions related to in-scope records (i.e. cases)

As this was approved in July 2023, subsequent changes to scope were approved via the product managers and product owners. This included scope adjustments that were made based on trial migrations performed in early 2025.[147] An updated list of scope criteria for data migration was not provided during this review, therefore the exact delivered data migration as part of Release 2 is unknown.

3.4.3 Organisational Change Management

The SDLC was also mirrored by a parallel business change cycle which consisted of the following phases [26]:

1. **Awareness** (aligns to Discovery): this phase covers change management plan/strategy, digital adoption platform, stakeholder onboarding and business design.
2. **Engagement** (aligns to Plan & Design): this phase covers change and comms planning, change impact assessment, training needs analysis and stakeholder analysis.
3. **Readiness** (aligns to Build, Test & Deploy): this phase covers business readiness planning, detailed training planning, detailed CIA, user acceptance testing and go live planning.
4. **Embed & Sustain:** this phase covers hypercare, knowledge management and transition to support.

The training and change team provided feedback that the above process was followed by the teams during implementation. In addition to the above process, User Acceptance Testing (UAT) and Business Verification Testing (BVT) was conducted at the conclusion of the build phase. An additional test phase, Product Early Acceptance Testing (PEAT), was introduced every 2-3 sprints or when enough E2E functionality was available.[27] This was in place to give business users an opportunity to provide early feedback related to the product.

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Section 4

Functionality

Overview

This section provides an assessment of the functionality focused on the core features and capabilities of the system, gaps in functionality, integration of the system with other organisational systems and tools, alignment with user needs and paint points on the user of the system and barriers to efficient use of the system.

DISCLAIMER

This section is based on the documents provided and interviews conducted (which are listed in the Appendix of this document). It contains the 'Deloitte view' based on the information that has been provided.

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4. Functionality

This section of the report details the analysis and findings for the following objectives:

- Assess core system features to confirm alignment with current and future operational needs.
- Identify any gaps in functionality that hinder performance or service delivery.
- Evaluate the integration of Unify with other organisational systems and tools.
- Assess the system's alignment with user needs and identify end to end pain points on the use of the system; and evaluate the system's ability to support collaboration, task management and time-saving processes.
- Identify any barriers to efficient use, including navigation, responsiveness, and customisation options.

4.1 Overview & Observations

The 'Overview and Observations' sub-section will be focused on providing a contextual overview and analysis from interviews, surveys and documentation review, this section will highlight key observations, and following this section, findings that have surfaced. The observations will be objective and factual/evidence based.

4.1.1 Overview of Unify Systems Core Features and Capabilities

As part of the Unify Tranche 1 – Stage 2 delivery, six core products and three common/shared products were defined as part of the scope.[1,28,29,30,31] Within these products, there were a number of Epics and Features defined with corresponding user stories documented, prioritised and delivered.

Four key areas of functionality were formally descoped by the program and therefore not delivered as part of the initial Tranche 2 release.[32] These include:

- Genesys Contact Centre Integration[33]
- Individualised Placement Support[34]
- Integration of Court Affidavits[34]
- Operational and Corporate Reporting

Note: The impact of these gaps and further details can be found in the Section 4.2. Functionality Findings

When speaking with users through focus sessions and site visits, users agreed that most of the functionality they require does exist within Unify and, where functionality does not fully or partially exist, activities were being performed outside the system such as reporting.[27,35,36,37,38,55,56]

4.1.2 Unify User Interface and Solution

The Unify Program engaged business stakeholders from Intake, Assessment, Placement Services, Ongoing Intervention, Youth Justice Court and Referral, and Reporting to develop journey maps and business process documentation and personas[39,40,41], to illustrate how different users would need to

operate within the Unify system and the process that they followed as part of their day-to-day role.[41] The main activities to design the user interface solution consisted of:

- Creation of personas and business journey maps with business stakeholders.
  These personas and journey maps documented interactions with other users, handoffs to teams, external parties that they needed to communicate with within the Unify system. It was used to articulate what they currently do and how they would need to operate within the Unify system.[40]
- Co-design workshops with the UI/UX partner to design wireframes and Figmas.[42]
  Following the creation of these design artefacts, the UI/UX partner was engaged to develop the wireframes of the Unify system adhering to the journey maps and personas created by the Department.
- UX guidelines were created.[43]
  Following the creation and testing of these wireframes, the UI/UX partner provided a user guide for future UI/UX changes that would need to be adhered to by each product to ensure consistency in the UI across the Unify system.
- Product Early Acceptance Testing (PEAT) sessions held throughout 2023 to 2024.[44,45]
  Once wireframes were signed off by the product owners, select end users had an opportunity to review these during PEAT. The next opportunity for end users to see the UI was as part of UAT.[44,45]
- UAT testing.[47]
  Following the completion of the build and test of the Unify system, select end users carried out UAT scenarios including testing of the user interface before the system went live.

4.1.3 Support Model

The support model for Unify leveraged the existing operational teams within Information Services and established a parallel Unify specific service desk as part of the program to address Unify issues/tickets.

The overall support model is structured across 3 tiers[48]:

- Tier 0 refers to the self-serve support available to users which is delivered via interactive learning (including onboarding) delivered via iLearn, on-screen information delivered via Online Guided Learning (OGL) and resources on the Unify Connect Hub. Users can also raise support requests to the service desk via my hub (internal) or IT hub (external).
- Tier 1 is operated and managed by the Service Desk who triage and log incoming tickets in ServiceNow, resolve non-complex incidents using known workarounds to and escalated unresolved matters to Tier 2.
- Tier 2 comprises of Service Desk Escalations and PO/SME Business Practice Issues. The Service Desk and PO/SME work together to resolve the request. If the request cannot be resolved here, it is escalated to Tier 3.
    - **Service Desk**: The team will investigate the request to determine the technical or business systems issues, identify known errors and collaborate with PO/SMEs.

- **PO/SME Business Practice Issues**: The PO/SME will analyse the system/business issue, develop workarounds for new defects, contribute to knowledge-base articles and escalate major changes to Tier 3.

- Tier 3 encompasses Technical Support and Training.
  - **Technical Support:** Technical teams (application, data, integration, security, data, etc.) address complex incidents and defects, performing advanced troubleshooting and managing ongoing maintenance and enhancements.
  - **Training:** The Unify Learning & Development practitioners support system updates, maintaining OGL and WalkMe content within Unify, managing iLearn materials and assisting with complex business-system troubleshooting.

The Unify support team is not only responsible to support issues (defects and incident management) but also to manage changes in the Continuous Improvement Plan (CIP), which is the process to build and release new functionality or updates as part of the periodic three month release.[60]

4.1.4 Defects and Incidents

While the support model has been working to close defects and incidents, it has not kept up with the pace of new defects arising and subsequently has led to further defects being raised. This can be evidenced through the defect register (as of 3 October 2025) which showed 265 total open defects since the implementation of the Unify system.[49] Also observable through the defects register was the rate of resolution since Release 2 went live. Over the months of July, August and September the net increase (created minus closed) has been 9, 28 and 14 respectively illustrating that the rate of defect resolution was not keeping up with the rate of new defects being raised.[5,49]

Based on Unify incident data supplied, 21 P1 and P2 incidents remain open out of a total 203 raised, of which 3 were priority 1 and 18 were priority 2; 19 of the 21 open incidents were created in the last 6 months, since May 2025. The oldest ticket still open is a P2 incident raised in October 2024 and is now over a year old, with the oldest P1 incident being raise in April 2025, now approximately 7 months old; however, none of the tickets have a designated SLA due date. Open incidents were affecting the Unify Common, Ongoing Intervention, CS Court, Data and BI, and Youth Justice products.[5]

4.1.5 Unify Architecture and [redacted] Performance Review

The Unify solution is based on an appropriate platform and the architecture is also appropriate. The solution is built on the [redacted] platform, supported by [redacted] technology stack. This includes the user-facing Unify Partner Portal, developed using Power pages and Unify solution core modules developed using PowerApps.[50] Select integrations were enabled through an enterprise-level API management platform using [redacted] Integrations. In addition, OpenText Enterprise Service Bus facilitates both batch and API-based integrations with legacy systems and select external partners, including those in the Education and Health agencies. Historical data from ICMS has been converted into PDFs and stored in [redacted] Blob Storage, accessible via [redacted] Search APIs, for accessibility while minimising operational load on the active system.[50]

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The Unify system's [redacted] platform is hosted in [redacted] Australia East region (Sydney) and operates using a Hub & Spoke architecture for control, simplified management and cost efficient scaling. The underlying [redacted] technology stack provides core services for monitoring, routing, and security enforcement.[50] Redundancy is built into the system with a disaster recovery failover plan to Australia Southeast. Foundational features such as Monitoring & Alerting, Identity and Access Management (IAM), and Auditing & Logging have also been incorporated into the Unify system architecture to provide additional layers of resilience.[50,51]

Despite the aforementioned architecture measures, performance concerns have emerged, particularly following go-live, prompting further investigations into system behavior and user experience. To address these concerns, the Department engaged [redacted] to conduct a performance review of the Unify system based on telemetry data collected in September 2025.[50,61]

[redacted] performance review aimed to provide actionable insights into these issues and propose remediation considerations to enhance overall system performance. While [redacted] concluded that the implementation was generally robust, they identified several performance inefficiencies related to plugins, database queries, and integration logic.[61]

4.1.6 Training & Change Management

There was dedicated training team setup for the purpose of the Unify Program. This team worked in conjunction with the business process change team and the Unify Program delivery team. The remit of the training team during the Unify Program of work was to meet with the Product owners and SMEs of the delivery team to understand what was being built, liaise with the change team to understand where the biggest impact would be and develop the training modules for each product.[19]

Once features had been documented, training material was created. The team consisted of around 8-15 members made up of contractors and permanent staff, over the last few years as the products were being developed. It was noted that there had been some attrition in the team throughout the 2-3 year period. The team was split across each product to document the features and system process which was then delivered into training material and verified by the Product Owners for feedback and sign off.

In parallel to Unify program, there was a parallel initiative to make child safety practice changes. Both required the same end users to be trained in the same process areas. However, there was a delineation between system training and business practice change training. System training was to be included in the development of Unify training materials, while business practice change was to be managed by the business teams to inform their staff directly. Regular catch ups, such as the weekly System Practice Unify Design (SPUD) meeting or the weekly Child and Family – Practice and Training catch up[52], were held between training teams and the practice team to confirm which elements would be included in training and which elements would be delivered via the practice teams. Training teams were provided with guidance from the business practice team not to include any practice changes in the training materials.[19] As part of the delivery approach, training was delivered via virtual instructor led sessions rather than face to face.[26]

Training modules created and developed by the training team were most recently updated in July 2025 and the completion of these modules is now monitored by the business teams to ensure their staff have completed the required modules for their role. The training team runs a weekly new starter session to walk new joiners through the Unify system. This training session doesn't cover the use of ICMS and iDOCS. This is a virtual training and is the only training that is regularly monitored by the training team given the number of new Child Safety Officers who join the Department. Decisions to update training material is made on a case-by-case basis depending on the size of the training.[19] Otherwise, staff were informed of any changes to the system that they need to be made aware of through Online Guided Learning (OGL), release notes communications when fixes or enhancements have been released into production and showcases which may be scheduled that staff can attend.[19]

As part of the new Continuous Improvement Pipeline (CIP) which started in September 2025, the training team have a delivery schedule that is being put in place to ensure that training materials are regularly refreshed to meet the delivery of enhancements and functionality in the system.[19]

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4.2 Findings

This sub-section has the summarised findings of issues related to functionality and identified potential root causes. Please see the Appendix for mapping of the executive summary findings against the findings in this section.

4.2.1 Assessment of core system features

Finding F1: A survey of over 1,000 respondents revealed widespread dissatisfaction with the system's functionality across all regions. Rated on a scale of 1 to 5 (1 - "Strongly Disagree" and 5 - "Strongly Agree"), users consistently disagreed that the system meets their current requirements.[53] Several regions have called out gaps and defects in functionality impacting end users. The survey covered three main areas: User Experience and Usability, Functionality, Onboarding, Training and Ongoing Support.[53]

Across all regions, survey respondents rated the systems functionality very low. Focus sessions were conducted with a cross-section of end users across regions to deep-dive into these results, and the consensus in these sessions was that although technically most of the functionality exists within the system (to support end users performing their roles), there were significant usability challenges which were reflected through the low scores. A summary of key themes arising from the survey feedback received is included below[53]:

- The usability and navigation of the system is unintuitive making it difficult for them to find the information they require.
- System performance is poor.
- Training material and guides do not provide accurate information on how to use the system.
- When defects were raised, the resolution tends to cause other elements of the system to crash.

A core business case objective for the Unify program was to deliver a replacement for ICMS[4,6,22]. This objective has not been met, as there are a significant number of gaps in usability and system functionality compared to ICMS (as further described in Finding F2). This means users now need to rely on ICMS and iDOCS to perform their tasks[55] (as further described in Findings F3). Therefore, from an end-user and operational perspective an unfinished system has been delivered by the Unify program.

From a Unify program perspective, however, a system had been delivered based on the scope and changes that were formally agreed during the Program lifecycle. The following is a timeline of relevant events in the program.

- May 2023: Unify Program business case was refreshed, which included all ICMS provided functionality.[6]
- Late 2023: The Executive Design Authority approved the Stage 2 delivery scope. [149] As part of this some scope items were deprioritised (e.g. Individual placement support, Genesys integration) which in effect removed these items from the Unify program Go-live scope.[9]

- Early 2024: The Child & Family Unify Project Board revised the timeline for Operational reporting and Corporate reporting solution. This in effect removed most of the scope of reporting from the Unify Program Go-live scope.[34]
- May 2025: The Unify Program's End Project report states that Corporate reporting will be delivered in 9 to 12 months, after the Unify Program Go-live.[148]

The difference in perspectives has resulted in a misalignment between the business users and the Unify support function in how the remediations to the Unify system should be considered. At the time of the review, a backlog of undelivered functionality and gaps in features were continually being remediated by the Unify support team, as part of the Continuous Improvement Pipeline (CIP) process. The business users considered the remediation of functionality gaps as delivering the remainder of the minimum system required (as per the business case objective). However, in the Unify support function's CIP process and governance, these were being managed as defects or enhancements on the Unify system.

After the completion of the Unify program, the governance and accountabilities for Unify shifted to operations and continuous improvement. While the governance has evolved organically, it has not been appropriately defined and formalised to deliver significant functionality changes and associated people changes.

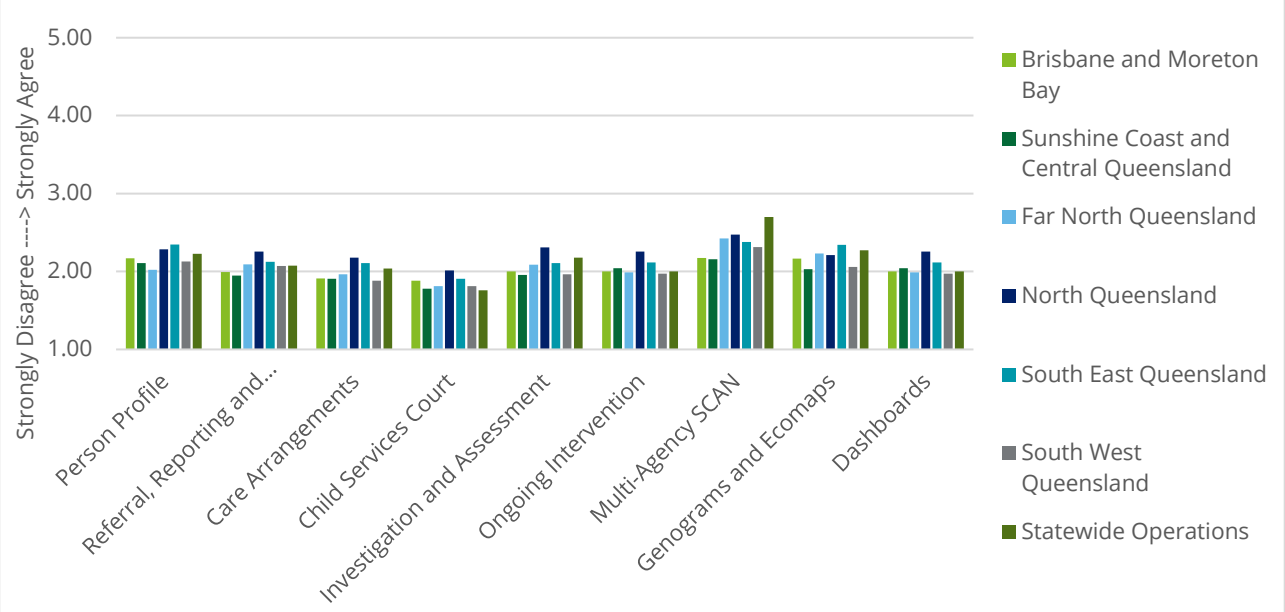

Chart 1. Functionality as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that the functionality and features delivered for each product enable them to effectively perform their tasks.

Additionally, from a forward roadmap perspective, the Unify support teams have been focused on current operational needs and addressing defects, rather than defining the future of the system to meet the operational needs of the Department.[53]

4.2.2 Gaps in functionality that hinder performance or service delivery

Finding F2: Although the program delivered a system that was aligned to the formally approved, managed and adjusted scope, users have identified gaps in functionality.

Gap in functionality type	Areas of Gaps
Descoped functionality	• Individualised Placement Support • Court Affidavits • Reporting
Undelivered System Integration	• Genesys Contact Centre
Features delivered without full functionality	• Person Search • Person 360 • Genograms and Ecomaps

At the time of the review, a backlog of Unify descoped functionality, features that didn't meet user needs and system defects were continually being addressed by the Unify support team through the Continuous Improvement Pipeline (CIP) as enhancements, which was incrementally improving the system and operations over time. Given the gaps in functionality listed above, it should be noted that no staff reported through this review that they could not perform their operational roles with these workarounds.

4.2.2.1. Descoped functionality features

Individualised Placement and Support

Individualised Placement and Support (IPS) functionality refers to the ability to view and action Care Arrangements through the individual placement support channels. The original scope of the Unify Program included the ability to refer to, record, approve and monitor individualised placement and support arrangements. This is an undelivered functionality feature.[30]

Without the individual placement support feature, the Department has limited visibility into Care Arrangements of individual placements including the investment packages, whether an arrangement was licensed or unlicensed (and in the case of individual placements, many of them were unlicensed).[54] For individualise placement care arrangements, there is a lack of understanding around who the carer is and their capacity to provide care safely for a child and whether they have adhered to the appropriate safeguards which in turn require manual workarounds by staff.[54] Limited monitoring around the financials of IPS packages, which are generally more expensive, ultimately resulting in the business being unable to track expenditure on individual placement support arrangements. Lack of reporting for these arrangements was also a concern for managers who are required to provide reports to the commission of Inquiry.

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Holistic visibility of individual placement supports was a gap for users and as a result, there are local arrangements in place for each region to manage the monitoring and tracking of these placements. This includes use of spreadsheets and other systems which is a vulnerability for the business.[32,137]

Court Affidavits

Court Affidavits' functionality refers to the creation and completion of Court Affidavits in the Unify system. The original scope of the Unify Program included the integration of affidavits into Unify. This is an undelivered feature.[32]

This was new functionality to be introduced to the Unify system where Court Affidavits would be integrated with the Unify system, introducing time savings and increasing the productivity of the team. While users continue to perform this task in the same way prior to the implementation of the Unify system, there has been an increase in the time taken to complete affidavits due to the difficulty in finding information easily within Unify and requiring information to be sourced from ICMS and iDOCS.

- During a site visit to [redacted] on 10 November 2025[55], a user raised the example of needing to set aside a day in some instances to complete an affidavit as they were required to move between three systems, Unify, ICMS and iDOCS, to locate all the relevant information to complete court documents. The user also raised that some features within Unify were not usable or not designed with considerations for Court Affidavits and court documents in their current form:
- The Genograms feature requires additional time for the user to ensure that this is edited into an appropriate format acceptable for court documents.

Reporting

Reporting functionality refers to the corporate and operational reporting needed by the Department. This full scope of this functionality was not delivered as part of the Unify Program and has resulted in limited reporting capability for operational and corporate reporting.

The lack of operational and corporate reporting has been a major pain point for users, with reports needing to be created manually outside of the system using spreadsheets and exports of data from the Unify system.[135] A lack of like for like reporting to replicate what was available in ICMS was affecting the ability to manage the provision of critical services. This includes understanding when child protection orders were due to expire to ensure a child's safety and ensuring that all carers who have a formal Care Arrangement with the Department have active and valid Blue Cards.[55] To address these gaps, workarounds are in place.

Though there were workarounds for key reports, there were concerns around the completeness of data leading to unreliable outputs. Mandatory fields were not accurately configred within the system resulting in important fields not being completed to feed into reporting. Reporting team members were then filling this out based on available information to produce reports. This is causing managers concerns that reports have incomplete information and were therefore unreliable.[67]

4.2.2.2. Undelivered System Integrations

Genesys Contact Centre Integration

The decision to descope the integration of the Genesys Telephony solution and therefore not have telephony integration functionality within Unify was made during the Stage 2 implementation (in late 2023). The review was not able to confirm when this decision was made from the program documents.

While users continue to use the Genesys telephony system, the lack of integration between the telephony system and Unify has had the largest impact on frontline staff members as it has affected their productivity and ability to provide essential services in a timely manner. As a result, Users now need to navigate across the Genesys telephony system queues and the email queue, the Unify system, iDOCS and ICMS to find the information required. Combined with the system performance issues and difficulty in locating information, staff were unable to respond to callers in a timely manner.[56]

Team leaders reported frustration around the impact to frontline teams when they have to use multiple systems.[55,56,58]

- For example, calls from professional notifiers were given priority access so that these calls can be answered quickly. However, in conjunction with the phone call, professional notifiers oftentimes submit reports outlining the details they require for a job. Navigating between the systems to find the report and then locate the information required has sometimes resulted in staff telling partners that they will need to return the call once the relevant information can be located. In time-sensitive issues, this could have impact in ensuring safety of the child.[137]

4.2.2.3. Features delivered without full functionality

Person Search Functionality

Person search functionality enables the ability for the user to search for a child or young person in the system. This feature was not delivered with full functionality as outlined below.

- **Name Search:** This feature has been built in a manner that requires users to provide an exact spelling of the name to pull up the child/young person they were looking for. There was no ability for a user to input additional details such as DOB and spell the name slightly incorrectly for the system to pull up other persons from the database that may match who the user was looking for. This means that users typically use ICMS to find the child in Department records, before searching again to locate them in the Unify system. However, due to the read-only nature of ICMS, the data may be incomplete or inaccurate. There have been a number of defects and incidents raised as a result of the reduced functionality of the search function which has highlighted a gap in the features delivered as part of this functionality.[57]
- **Address search:** There is no ability to search by address within Unify which presents significant challenges in being able to quickly look at Care Arrangements for a child/young person. This includes being able to quickly pull up the details of the carer including name and contact phone number.[55,58]
- **Time-sensitive tasks:** There was an impact to time-sensitive tasks being performed quickly when a staff member needs to spend time looking for the right record. There have been cases

where callbacks to essential services need to be scheduled as a staff member locates the right file, or that the service was carried out with a staff member documenting the details outside the system and updating the person profile once it has been found.[67]

- **Information displayed when record is found:** There were also challenges for the user with the information available when a child was successfully found through the person search. The profile of the child does not immediately show important information that a user may need, and additional clicks and navigation was required to pull up the relevant information for a child.
    - During the site visit to [redacted] on 17 November 2025, a user provided an example where a search for a child's profile was pulled up on the system, case history of the child was in a small box towards the bottom right of the screen where all information was not easily visible on the screen.[58] Expanding the box was not available for the user. The main details a user could see in the box had limited information for areas such as Care Arrangement, Child Protection Order. For the user to see the details of the Care Arrangement or Child Protection Order, they would need to navigate out of the person profile to the Care Arrangements Tab or Court Matters tab, locate the child again from a list and then access the related information.[58]
- **Person Tab:** Users showed the example of the person profile tab containing approximately 400 filtering options for the user to find information related to the child. Regularly used information such as case notes and child protection orders were found to be far down the list indicating that users did not know there was a way to filter based on these options.[58]

Person 360 view

Person 360 view functionality was intended to enable the user to see a full snapshot of the child/young person, linking in the data from ICMS, iDOCS and Unify in one place. This feature was not delivered with full functionality as outlined below.[57]

Gaps in data migration have impacted the delivery of the Person 360 view functionality. As a result, all relevant records for a child/young person were not available within Unify. Where documents have been migrated, users reported that the links to the document were not working leading to manual identification of the relevant files.[57]

The setup of the Person 360 function has also raised a number of concerns that the information was not presented in a way that was readable for the user making it difficult to find what they were looking for. Ultimately, users were going back to ICMS for this purpose.

- During a site visit to [redacted] on 10 November 2025, users illustrated within the system the timeline view within the Person 360 page. The display was difficult to read and was not presented in a usable format. Colours on the screen did not clearly articulate which element was for a Care Arrangement, which was in relation to a Child Protection Order. As a result, this page was used infrequently by users.[55]

Genograms and Ecomaps

Genograms and Ecomaps functionality was intended to enable the ability to view the relationships of the child as a family tree in one place. This feature was not delivered with full functionality as outlined below.

The Genogram feature currently shows every person associated with the child whether it was a relation of the child or not (making these diagrams very large and hard to read / use). It was reportedly difficult to filter out those relationships that were not relevant, so that the end user can easily see the relevant relationships within the genogram.

- During the [redacted] site visit on 10 November 2025, users [redacted] who worked directly with the courts expressed frustration with needing to manually edit genograms to use appropriately within court documents and Court Affidavits.[55] Genograms were also widely commented on as a feature that caused user frustration in the end user survey results and were described as "chaotic".[53]

Root Causes: The following observations were made of the undelivered features, systems integrations and features not delivered with full functionality, that are relevant context to the above issues.

- Scope items that were built in Stage 1 were not fit for purpose and as a result, needed to be rebuilt. This impacted the scope and budget of Stage 2 and led to decisions being made around the original scope of Stage 2 needing to be reduced, to ensure that the first functional release would be delivered within budget.[23]
- Common features were built and signed off by technical teams. When issues were raised by product owners and business representatives, these would be deemed new requirements and follow the prioritisation process to be assigned to a delivery sprint. Feedback from end users and business representatives was obtained late in the development cycle by which point it was deemed new requirements and deprioritized.[59]
- UAT was performed using strict scripts and as a result, users did not perform end to end testing in the system during UAT. Only parts of the system was tested at a time and in isolation. A further business verification testing (BVT) period was established to test processes end to end, however the data used during this period represented simple scenarios and did not factor in the complex nature of families and children which limited the accuracy of end to end testing that was carried out.[60]

4.2.2.4. Staff use of Multiple Systems and Inconsistent Terminology

Finding F3: Staff rely on three systems to perform their daily roles (Unify, ICMS and iDOCS). Terminology was inconsistent across systems. Some terms have different meaning within different parts of Unify, different terms are used between ICMS and Unify to mean the same concept.

Staff use ICMS as part of their day to day user workflows (as a workaround) to seek additional information or validate information that they obtain from Unify. This was not part of the formal documented process. New staff become familiar with the ICMS system and incorporate it into their daily work, although this is not formally considered in training and onboarding.

There was inconsistent terminology used across the system and a lack of reference model or guide to support users. Terms differ across modules and do not align with operational language. Terminology was changed without communication, leaving users feeling confused.[55,56,58]

- During a site visit to [redacted] on 10 November 2025[55], users demonstrated that the terminologies within Unify were not aligned with the workflow and causes confusion. Furthermore, they highlighted that these terminologies have changed without notice and continue to cause confusion. This includes: Event vs Cycle, Care Arrangement vs Placement services. It was noted that the term "Care Arrangement" deviates from legislative language where this has always been known as "Placement services", which other agencies (e.g. QLD Police Services, Dept. Education, Youth Justice) who Child Safety regularly work with and engage were continuing to use, adding to the confusion. The user also demonstrated challenges with the behaviour of clickable buttons such as "Deactivate" which can operate differently across modules of the Unify system (e.g. In one module the "Deactivate" button is used to close a case and in another it is used to archive or delete information).[55]

4.2.3 Integration with other organisational systems and tools

This section focuses specifically on the challenges related to the integration of the Unify System with other organisational systems and tools.

There were no defects stated in the go-live summary pertaining to Unify integrations with other systems.[15] The integrations with other systems are monitored using the core services of the underlying [redacted] technology stack.[50] A review of the incident log (all incidents until period ending 13 October 2025) shows there are eight outstanding incidents (2-P1 and 6-P2) related to integrations. One issue is related to a link to iDOCS and the rest are related to integration issues with Connect for Safety (C4S).[5,49]

While the other sections highlighted broader issues because of undelivered system integrations, functionality gaps and data quality gaps that impact service delivery, this section focuses on technical factors affecting system performance. It builds upon insights from the Department's engagement with [redacted] for a performance review of the Unify System implementation, and was limited to the integrations reviewed by [redacted], i.e., integrations and API calls within the Unify System that were associated with performance issues.[61]

The findings in this section are based on the documents and feedback provided during meetings, alongside [redacted] review.[61,62,63] These have not been discussed with [redacted], nor has an independent codebase analysis been conducted; therefore, these findings are derived from secondary sources and stakeholder discussions. Further technical investigation may be required to validate the root causes. A periodic review of such performance issues may also be required, as the Unify Solution is evolving.[61]

It appears that most root causes identified could have been mitigated with appropriate technical design governance over the technical design and technical practices of the system development team.[23]

4.2.3.1. Delays and Timeouts

Finding F4: System performance issues have been reported by staff, with users experiencing ad-hoc delays in system response as well as timeouts waiting for system tasks to complete. The timeouts were in turn causing failed updates and requiring users to re-enter information that was entered on their screen and lost during a timeout.[61,64] Business processes were also disrupted, leading to inefficiencies in service delivery and user dissatisfaction.[61]

Parts of the solution were not designed and/or implemented for a high transaction environment (e.g., choice of synchronous plugins), causing delays in users viewing information or making updates, and sometimes resulting in time out.

Root Cause:

Although [redacted] affirmed that the Department's implementation of Unify was generally sound, there were parts of the Unify solution that were not designed and/or implemented to meet the requirements for a high transaction environment. There was no evidence of a technical design authority or equivalent in the Unify program, to advise and govern the technical design and technical practices of the system development team.[23]

- In some cases, synchronous plugins were used in areas where asynchronous plugins or alternatives would be more suitable, particularly for processes involving high transaction volumes.[61] This misalignment in plugin design is leading to timeouts under heavy transaction loads and deviates from [redacted] recommended practices. The [redacted] Review highlights similar issues with synchronous workflows and synchronous calls used to retrieve forms.[61] In all these cases, [redacted] has advised considering asynchronous alternatives, such as Power Automate for workflows, to improve performance and scalability.[61]
- Plugins trigger frequent and excessive API calls, particularly in workflows with high transaction volumes, leading to API throttling.[61] Throttling limits the number of requests processed within a given timeframe, creating unpredictable delays, and failed user workflows. [redacted] identified 'concurrency throttling' as a key issue, where sustained or excessive parallel requests overwhelm system capacity, leading to timeouts and exceptions.[61] [redacted] has given a list of users affected by these API throttling issues and has recommended further engagement with affected users to understand their use cases and identify potential optimisations.[61]
- Inefficient detailed design and unoptimised coding practices have contributed to inefficiencies, as described below:
    - The [redacted] performance review identified the following issues: long-running queries with API calls within them, ineffective memory mapping (i.e., use of cold load mechanisms that retrieve all data as opposed to limiting the retrieval to just the necessary data), and inefficient query practices that pull in entire datasets without filtering.[61] The Unify architecture team acknowledged these issues, based on code base examples relating to plugins that were evidenced in the [redacted] Performance Review.[62,63]

- [redacted] has recommended adopting [redacted] Customer Engagement Code Review, to address code related inefficiencies.[61] The provided documents do not indicate whether such best practices were implemented during the design phase. Based on the [redacted] performance review, the Unify architecture team were taking action on critical plugins with issues like long-running queries, loop based processing and inefficient memory usage.[64]
- During discussions with the Unify architecture team, it was noted that suitable design principles, such as web hook-based frameworks, were not applied in parts of the system that could benefit from decoupled processing and not being time bound.[62,64] Additionally, the architecture team confirmed that some of the identified plugins and workflows lack retry policies or resiliency mechanisms for re-running failed integrations.[63,64,65] The team acknowledged these issues and have stated that refactoring efforts were underway to address these gaps and to incorporate improved design practices.[63,64,65,66]
- The architecture team acknowledged that plugins handling complex integrations were overly reliant on synchronous executions.[64,65] Key plugins, such as "Recalculate YJ Order Compliance with Today's Appointment," do not incorporate essential features such retry policies, error handling, logging mechanisms, and batch processing capabilities.[63,65]

In addition, the integration design is tightly coupled, adding complexity to maintenance, troubleshooting, and future enhancements.[64] As a result, the Unify system team(s) can find it resource-intensive and time-consuming, to make updates to the solution or meet new business requirements.[64]

There is evidence that the Unify support team has started addressing these issues, by referring to [redacted] best practices.

4.2.3.2. Missing or Incomplete Data Retrieval

Finding F5: Staff reported that they were not able to view all the records when there were many records (e.g. case history). As a result, users lose confidence in the Unify system due to incomplete data retrieval.

There were challenges with the number of documents that would be displayed for cases where there were many documents (>3,000). Users would need to refer to ICMS to find what they needed.[32] Although this was a Unify system issue and the data was still available within the Unify Solution.[64]

An incomplete history of a child or young person could mean that the right care required for a child may be missed. This has led to a mistrust in the data that Unify was displaying, as users were not confident that the whole history of a child has come through. This also adds time to users going between ICMS and iDOCS to find information.

Root Cause

Parts of the solution were not designed and/or implemented to retrieve data accurately for large data volumes. For instance, the ICMS data that have been migrated into [redacted] Blob storage, is internally called via Dataverse Batch API's.[64] This API call has limits that can only retrieve a certain amount of data, resulting in incomplete data retrieval for the end user.[64]

- Based on the [redacted] performance review (e.g., issues with long-running queries, inefficient query practices like retrieving entire datasets without filtering, and unoptimised SQL calls), the code does not effectively implement batch processing or paging, resulting in only a limited set of query results being returned to users.[61,64] These gaps indicate that mechanisms such as the Dataverse Batch API may not have been effectively utilised within the solution's design to handle large data volumes efficiently. Further investigation and detailed code reviews would be required to validate this and identify specific areas for improvement.

4.2.4 Alignment of the Unify system to user needs and any pain points identified in its use

Finding F6: The overall user interface of Unify has received generally negative feedback from end users, based on the survey results and feedback during the focus sessions. The users were generally dissatisfied with the user interface as it was increasing the effort and time for them to find information and perform tasks.

4.2.4.1. Navigation and Layout

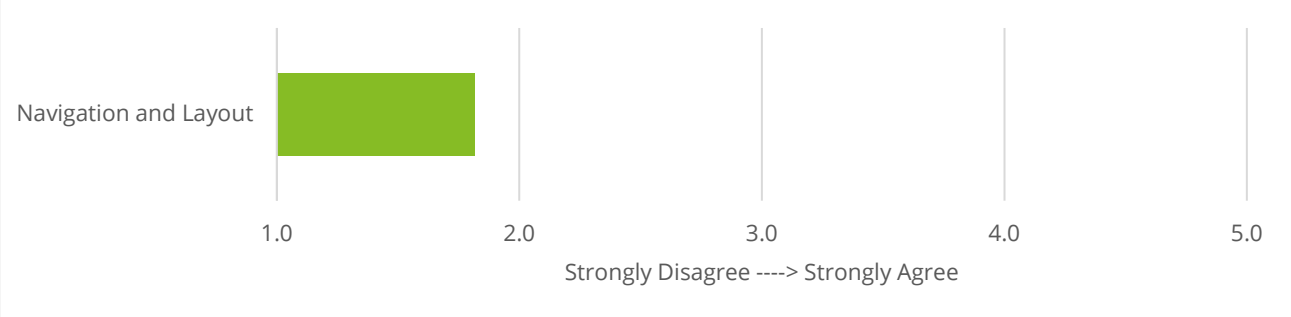

Chart 2. Average rating of usability features, Navigation and Layout, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that the navigation is easy and allows them to find the information needed to perform their tasks.

Navigation and Layout refers to the user's ability to navigate from the home page to the correct place to complete their task and the number of navigational steps/clicks required to find the right information. This includes the user's ability to find the task either through navigation menus or through the enterprise search function (e.g. locating the correct person to then perform their task).

Navigating across multiple screens

For users, the pathways to navigate across the screens within Unify were overly complex and lack consistent web page layout formats, making the system slow to navigate to the right task they want to perform.[53,55,56,58] Challenges in the results from the search function have increased user frustration as it takes longer to find the right information or the right place to perform tasks. In addition, the information a user requires can be found in a number of locations or not where a user may intuitively expect it to be.[53,55,56,58]

- An example of this was when users were searching for child protection orders. During a site visit to [redacted] users demonstrated the inability to easily navigate to a child protection

order. When the user searched for a child, a child protection order associated with the child was displayed within the profile however, clicking on the child protection order did not direct them to the details of the order in place. Instead, the user needed to navigate to the court order tab in the product section of the system, locate the list of child protection orders for children in their region and search for the child to pull up the details of the child protection order.[55]

Location of important data

Similarly, users have challenges in navigating through differing screen layouts and find important information not prominently displayed making it easy to overlook.

- During a site visit to [redacted] users expressed frustration at the UI navigation required to identify the history of a child in care and the different elements of their care arrangement, protection orders and support they may have received from the State. During a demonstration, one user navigated to the profile of a child and displayed the numerous boxes containing various pieces of information related to the child. A small box towards the bottom of the page contained a table with numerous columns that provided some historic details of the child's care, however this box was not prominent on the screen, required scrolling to the right to identify more details about the item of care and could not be expanded out to make it easier to navigate to the relevant information required by the user.[58]

4.2.4.2. User Interface

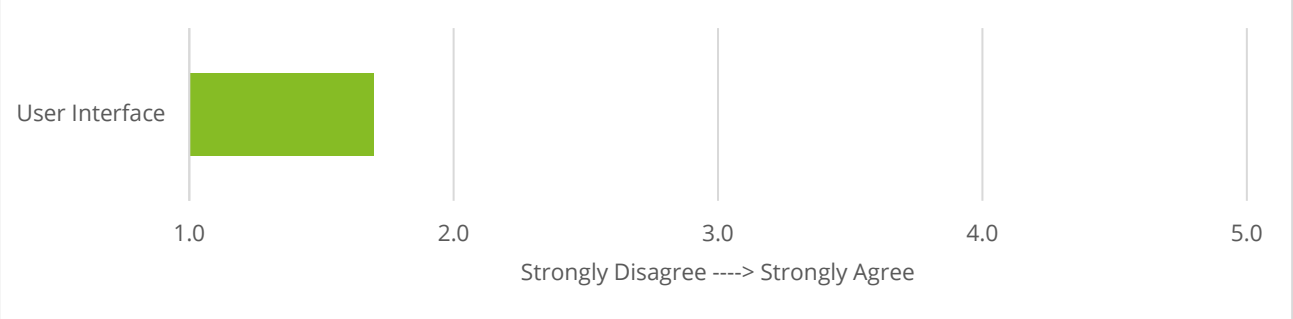

Chart 3. Average rating of usability features, User Interface, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that the web pages/forms are intuitive.

User Interface refers to the presentation of information on the web page to support readability and comprehension with appropriate emphasis of important data for the user. It also covers the data entry in a webform being carried out in a seamless manner.

Inconsistent and unintuitive UI design

Users have reported that the Unify system's design was unintuitive and inconsistent across various modules such as Ongoing Interventions versus Care Arrangements, making it difficult to perform their tasks efficiently. Users noted that the layout of fields and tables in the Care Arrangements module differs significantly from that of Ongoing Interventions, which creates confusion when transitioning between tasks.

- During the [redacted] site visit, a user demonstrated where text boxes such as Case Notes could be expanded to ensure that all the information being captured can clearly be seen by the

user.[58] However, placement agreements which need to be completed every six months have small and unreadable text boxes which cannot be expanded and as a result, text cannot be seen on the screen. Users were forced to type up the details in a word document and then copy it over to the text box within Unify. This also affects the user who will view the placement agreement details and need to copy the text over to a document to read what has been written.[58]

The system's design was consistently described as unintuitive by survey respondents and focus group participants.[36,37,38] Users reported significant difficulties in locating critical information, such as child protection orders, which disrupted workflows, led to inefficiencies and could impact the safety of a child. Similarly, information such as respite placement details, was not easily visible within Unify, causing confusion among CSOs on completed Care Arrangements. Staff struggle to close cases due to unclear instructions in the workflow regarding outstanding items.

- For example, in a workflow an S83 form may be required to close the case, however this was unclear in the workflow resulting in a large number of open cases in Unify when such cases should have been closed.[55,58]

Additionally, there was an unintuitive search function and information that was not labelled.

- During the [redacted] site visit, users demonstrated how interview records within Standards of Care (SoC) cases lacked adequate labelling to identify stakeholders or participants.[58] To determine this information, users were required to open and review each individual video recording manually. This process was described as time-consuming and often unsuccessful on the first attempt, especially when multiple stakeholders were involved in the same assessment event. While the system supports storing interview records, the lack of clear labelling significantly impacts efficiency and increases frustration.[58]

Users have also reported screen space being used up with screen tabs and information which were not relevant to their role or the tasks they need to do.[55] For users in the Care Arrangements team, the information unrelated to a Care Arrangement on the landing page takes up a good portion of the screen and actual details around the Care Arrangement (such as address, contact phone number of the carer) require additional clicks to locate or an unintuitive table that requires scrolling left to right to find the required information.[55,56,58]

- During a site visit to the [redacted] on 4 November 2025, users demonstrated difficulties in quickly identifying key information, such as the role of a family member and who was responsible for the harm.[56] The CSO's explained that this limitation forces them to navigate through the entire case history of each family member to piece together these details. This process significantly increases their workload and often leads to confusion or errors in assessing how best to manage the case, which could result in incorrect handling of sensitive situations.[56]

Data Entry

Data entry was a cumbersome task for users in Unify as input text boxes were small and unreadable.[55,56,58] Fields such as case notes which occur in multiple areas of the Unify system were not

consistent in size and look and feel. Oftentimes, text boxes will be small, forcing users to write their notes in an external application and copying the content into the box.[55,56,58]

System Performance

The system performance is slow and sometimes crashes, impacting the efficiency of the team. Users have challenges with unpredictable system behaviour such as unexpected logouts and loss of unsaved work. [55,56,58] Filtering on tables and reports available in the system often causes the system to crash and as a result, users need to download an excel copy of the data. This can take upwards of 10 minutes to create adding to user frustration.[55,56,58]

- As an example, during a Focus group session with end users from the regions [redacted] a user elaborated that they spent over an hour completing a detailed Assessment for a complex case, meticulously updating critical information such as medication changes and behaviours.[36] However, the data disappeared from the webform due to a system performance issue, leading not only to wasted time but also requiring the user to adopt inefficient workarounds like copying all inputs into Word before submission to avoid future losses.[36]

4.2.4.3. User Workflow

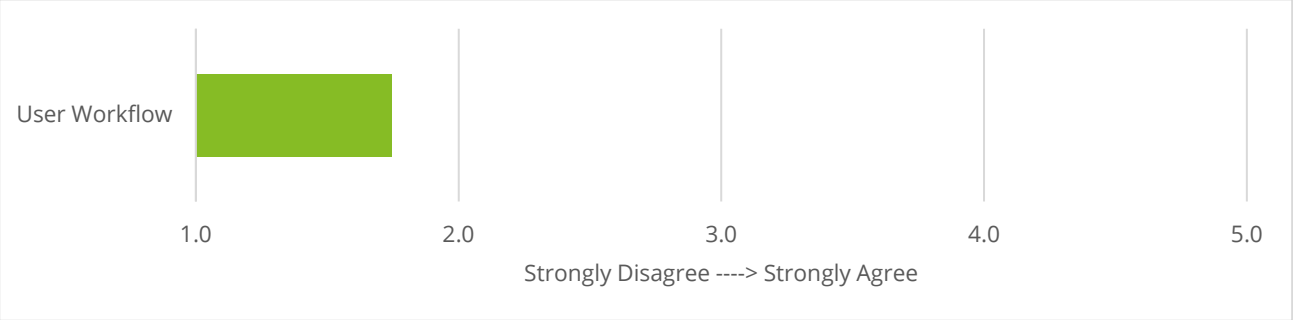

Chart 4. Average rating of usability features - User Workflow, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that workflow steps to complete tasks and obtain approvals have an appropriate number of steps.

User Workflow refers to the number of steps required to complete a task and the extent to which the system's screens support a logical and intuitive process. This also includes how clearly mandatory fields were identified to ensure successful completion of workflows.

Mandatory Fields and Data Entry

Users have reported a lack of clarity regarding which fields were mandatory for progressing through their workflows. This often results in incomplete data entry, as users were unaware of the information required to proceed. Consequently, this impacts downstream processes, such as generating reports, which may be missing critical information due to incomplete workflows.

- As an example, during a Focus group session with end users from the regions [redacted] users reported challenges with excessive clicks during the completion of a safety assessment.[36] In the [redacted] Service Centre, users noted that if each step is not manually saved—such as adding participants, saving harm indicators, or saving the next step—the system fails to register the actions. Consequently, users were forced to restart the entire safety

assessment process. What should take five minutes can easily turn into a 20-minute task, such as when uploading a safety plan.[36]

4.2.4.4. User Productivity

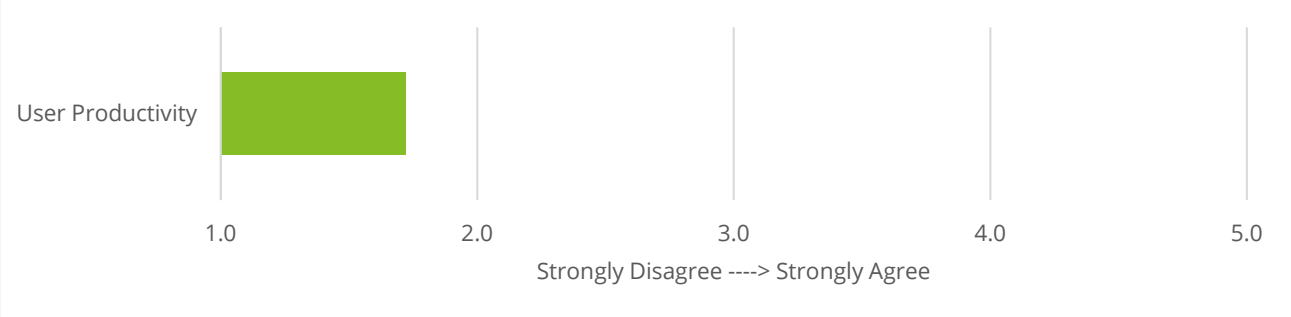

Chart 5. Average rating of usability features - User Productivity, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree the system has productivity features that enable efficiency when performing tasks.

User Productivity refers to the user's ability to collaborate with other team members, manage their daily/weekly tasks and use time-saving features such as pre-population of fields with inputting data.

Re-entry of Data

Users have reported a lack of automation with the pre-population of fields between forms leading to additional effort to manually input the same information.

- During the [redacted] site visit, a user demonstrated how a strengths and weakness assessment would have been completed for a child. When the strengths and weaknesses information was required to complete a form, details were not automatically populated resulting in manual entry of this information and the potential for errors to be created.[58]

Third Party Forms

Users predominantly collaborate with external partners via emails which are setup as central mailboxes through the Unify system. However, there is a lack of functionality enabling the users to track when responses have been received from the external partner.

- During the [redacted] site visit, a user demonstrated when that when a Section 159 form was completed and sent to the relevant party for review, it was unclear in the system when the response has been received. Though the external partner response will attach directly to the case, there was no notification received to the user that this has come through. As a workaround, users either need to keep a manual spreadsheet of forms that have been completed and track that a response has been received, or cc themselves in the email being sent from Unify so that the responder will "Reply All" and the user will receive an email once the details have been updated and can then look for the relevant case in Unify.[58] While the centralised mailboxes were setup to improve user productivity, these have created more manual work for the user.

4.2.4.5. Awareness of Known Errors

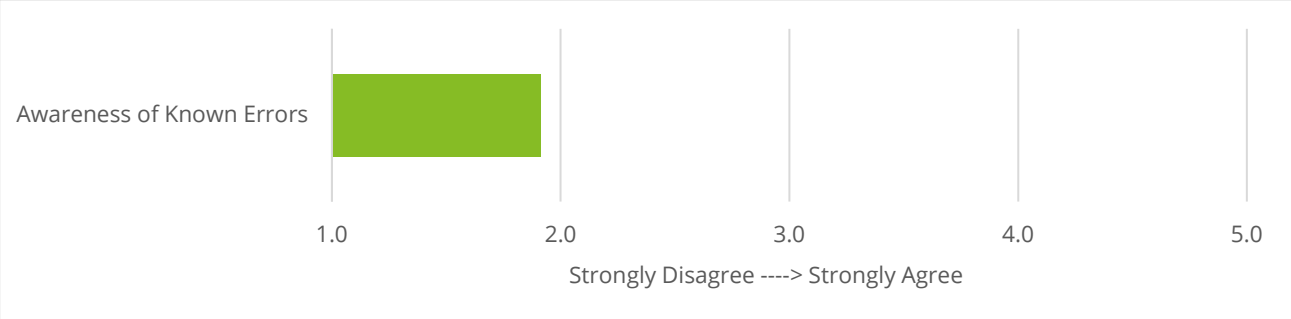

Chart 6. Average rating of usability features – awareness of known errors, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that they are aware of the limitations and workarounds of the system and can use the system without experiencing other functional defects that disrupt their work.

Awareness of known errors refers to users' knowledge of known errors, system limitations and workarounds.

Known Errors

Users have limited awareness of known errors and upcoming changes making it difficult to determine when workarounds should be applied. Communication to end users regarding upcoming fixes and the use of workarounds were not provided in a consistent manner leaving users uninformed if there were changes to the system that impact their daily tasks.[55,56,58]

- As an example, during a focus group with [redacted] region users, users described the communications being received as too technical and difficult to follow.[37] Users commented that these emails tend to be ignored by the teams given that the information was difficult to follow.

The training team also provided feedback that a number of changes were updated on the Unify Connect Hub and highlighted during showcases that were run which end users could attend.[19,66] The inconsistency of where information was located for known errors was confusing for users.

4.2.4.6. Availability of Data and Confidence

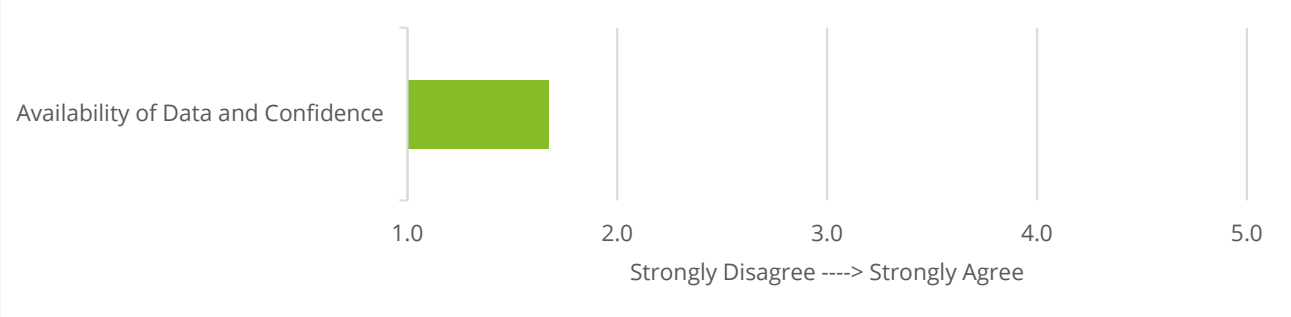

Chart 7. Average rating of usability features – availability of data and confidence, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that they can access the data required and have confidence in the data when performing their tasks.

Availability of Data and Confidence refers to users' ability to access historical events and information within the system and their trust in the accuracy and completeness of the data displayed.

Confidence in Data

Users have reported challenges in finding information due to missing or duplicated records and inconsistencies across modules. These issues have led to a lack of confidence in the reliability of data within Unify. Users often need to invest additional effort to locate or manually fill gaps in missing data, which affects productivity and trust in the system.[55,56,58]

- An example shared by survey respondents highlights that child protection history prior to May 2025 was frequently missing from the system. This absence of this information makes it challenging for users to assess cumulative harm accurately without manually retrieving historical information from ICMS or iDOCS. This not only increases the time and effort required to complete tasks but also undermines users' confidence in the overall accuracy and completeness of case evaluations.[53]

Information that was available in the dashboard looks inconsistent with information in the user profile leading to confusion.

- As an example, a survey respondent highlighted that they manage both Ongoing Intervention and Assessment cases but cannot display both on their dashboard simultaneously. Despite seeking assistance, they were informed that no workaround currently exists. This was reinforced during the site visit to [redacted] where several users demonstrated that their dashboards were irrelevant to their role.[53,55,56,58]

As aforementioned in relation to data migration issues, users have experienced system issues which have caused incomplete data in the system (e.g. The system has experienced a performance issue and logged the user out), links to documents were broken and not accessible, and the Unify navigation and search functionality makes it difficult for the user to find information. These challenges result in staff spending additional time cross-referencing information and also undermines confidence in the data within the Unify system.

4.2.4.7. In-System Help

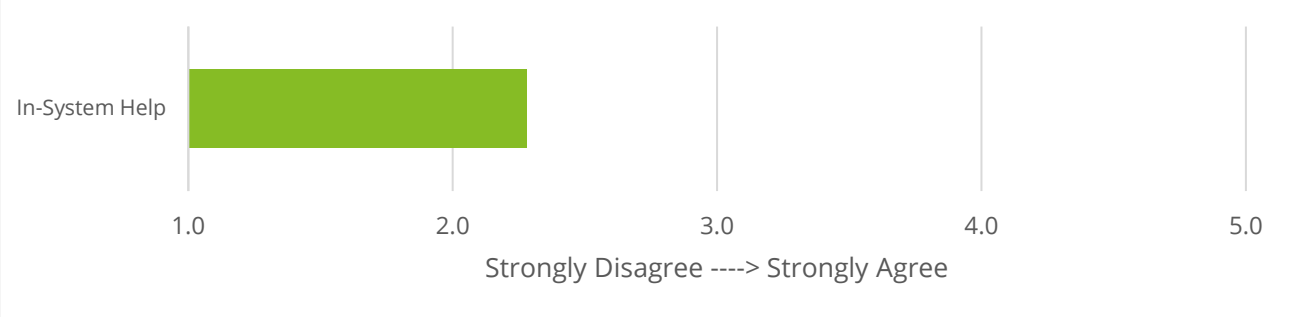

Chart 8. Average rating of usability features – In-system help, as rated by Unify end user survey respondents.[53] Users rated how strongly they agree or disagree that they can easily access support or help resources within the system and it provides useful assistance.

In-System Help Functionality refers to the tools and resources available within the system designed to assist users in completing tasks effectively, such as help menus, search functions, and contextual guidance.

Ineffective in-system help

Users have reported that the in-system help functionality was not effective or useful. The help search feature often fails to provide relevant results, and the content within the help menu was frequently unclear or irrelevant to the tasks being performed. Users have also noted a lack of helpful descriptions for new terms and insufficient guidance on how to complete input fields, making it harder for them to navigate and use the system efficiently.[55,56,58]

- As an example, during a site visit to [redacted] users shared widespread frustrations with the "Need a Hand" button, describing it as unhelpful and lacking meaningful support.[55] While the button retrieves guidance when certain terminology was used (for example "create intake," will return guidance on how to create an intake and the process to follow), it was not helpful to retrieve guidance for other frequently executed scenario guides. An example of this was the ability to delete a person from records or change case roles. One survey respondent highlighted that the help function was only effective when users know the exact Unify terminology that needs to be used, which often differs from ICMS or standard Departmental terms, making searches impossible without precise phrasing. Additionally, users reported that the help resources often consist of lengthy videos that require significant time to locate specific answers, further disrupting their workflows.[53,55,56,58]

Root Causes: The following observations were made of the UI design and development process that are relevant context to the above issues:

- The UI design process did not effectively capture end user needs. The design process relied on consultation with the product managers and business representatives to design the UI wireframes. This design process did not have end user involvement to test the wireframes against their operational workflows and the use of complex case information pertinent to performing their tasks. Also, there was no end user testing prior to developing the UI.[37]
- While User Experience guidelines were developed[54], there was no evidence of governance to ensure adherence by developers to these guidelines (e.g. compliance testing or inspection).[37] The Unify implementation team were informed of the acceptable standards, guidelines and best practices for UI, design and coding practices and were given access to the relevant documentation. However, the adoption of these in design and development was left up to team members.
- There were showcases to end users with Product Early Acceptance Testing sessions. However, these showcases used simple test data. It did not simulate data similar to what users encounter in common and complex operational scenarios. Therefore, the actual time to perform a task was not evident during these showcases.[36]
- End user testing was only available as part of UAT conducted over a three-week period with scripted scenarios which focused on simple case scenarios and tested limited aspects of the system functionality.[36] Several users had raised concerns about the user interface and usability. However, it was deemed too late in the Unify Program to make significant changes and were captured as new requirements.[54]

Overall Implication of poor user interface on Service Delivery: Given the nature of the role of a Child Safety Officer, the inability to have important information available quickly, navigate to the right area of the system to perform a task and complete assessments on time creates inefficiencies and risks to service delivery outcomes. This could be the time in which a child is taken out of an unsafe environment, provided a place to stay in a timely manner and ensuring that children were with carers/family members who were approved and appropriate to ensure their wellbeing. Complicated workflows, for example child related cost claims, where users were unclear on who to assign approvals can mean a family/carer does not receive the funding required for a child (e.g. doctor's appointment) during a time of need.

4.2.5 Barriers to efficient use of the Unify system

Finding F7: Staff reported that training material did not adequately support their needs as the training material did not match how the system functioned. The sentiment was that the material was not enabling them to prepare to effectively use the system or get support while using the system.

4.2.5.1. Training Material

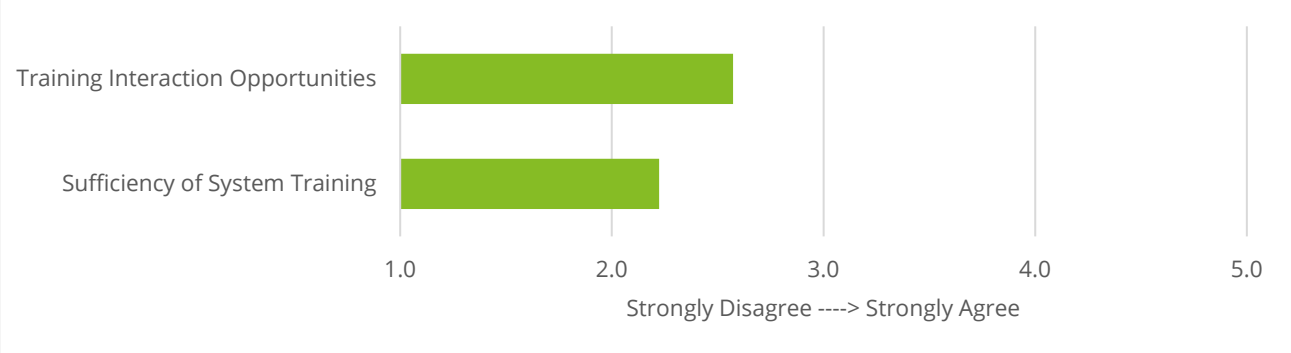

Chart 9. Average rating of Training and OCM provisions - Training Interaction Opportunities and Sufficiency of System Training, as rated by Unify end user survey respondents.[53]

Training Materials versus Unify System Functionality

Feedback from users through the survey results shows that current training material available for users does not match current system functionality creating confusion for staff and affecting their ability to use the system efficiently.[19,53] The training team confirmed that eLearning modules have not been modified since July 2025, therefore when users want to look for specific functionality and how this operates in the system, it may be outdated.[66] This results in misalignment with system updates introduced during and after Release 2 implementation. Users were often directed to outdated resources, leading to confusion and inefficiencies when performing tasks.

- For example, a user's response in the end user survey expressed that outdated Child protection order workflows within the training materials did not reflect changes in system navigation paths. As a result, new CSOs struggled to locate critical information such as expiry dates, forcing learning support staff to manually guide them through multiple pages and profiles, increasing task completion times.[53]

System only focused training content

Furthermore, training content focused predominantly on system usage rather than including updates to business practices and processes. This was a decision made during the implementation phase of the Unify Program.[19] This disconnect resulted in a lack of awareness for workflow changes critical to efficient operations.

- An example provided by a survey respondent from [redacted] mentioned instances where practice changes related to form completion were not included in training materials. When attempting to add parties or complete forms, users experienced repeated errors requiring manual intervention or form restarts—time-consuming issues that could have been addressed through clear documentation of updated processes.[53]

Outdated Training Resources

For new joiners, reliance on these outdated materials during onboarding further compounds these challenges. New CSOs reported being unprepared due to the training materials' lack of foundational business knowledge and role-specific context.

- A survey respondent from the [redacted] region noted that they had to rely on Senior Learning Advisors to explain basic system navigation steps, as independent learning resources failed to provide sufficient clarity or guidance. Similarly, another new CSO stated that iLearn tutorials introduced unfamiliar documents and workflows without contextual explanations, leaving them confused and unable to retain critical information.[53]

New starter Virtual Modules and Content

It was also noted in an interview with a learning team representative that there have been steps taken to address some of these challenges.[19]

- For example, weekly virtual new starter modules have been introduced within the past 4 months to complement the existing iLearn modules, focusing on basic system functionality. Attendance for these sessions has been positive, with numbers increasing to 12–13 participants per session from previous figures of 2–4. Feedback from the site visits suggests these modules still fall short of providing the required training to existing and new staff.[55,56]

Root Cause:

- Training modules were developed in parallel to system development, therefore any changes made throughout the development lifecycle and post Release 2 implementation were not incorporated in a timely manner leading to the differences between training material and system behaviour.[19]
- The training of staff assumed the use of a single system – Unify, and did not consider the need for staff to leverage multiple systems / sources of data concurrently in order to perform their tasks. Staff need to switch between the Unify system, ICMS, iDOCS and, for frontline staff, email queues and the telephony queue to find the information they need to complete their work accurately.[55,56,57]

- Delineation of business practice change and system change meant that training material lacked context for users of how they perform their role efficiently within the new system.[19]

4.2.5.2. Virtual Instructor led Training Sessions

Virtual Instructor led training sessions were carried out during the implementation phase and these sessions were available to all end users in addition to the iLearn modules.

The end user survey results indicate that users did not find this training sufficient.[53]

Insufficient Training

Users found that the training provided was insufficient to address the complexities of the Unify system. The Virtual Instructor-Led Training (VILT) sessions did not adequately equip users with the skills to navigate the system effectively. Users highlighted that these sessions were delivered too far in advance of the system's go live date, leading to a loss of knowledge by the time the system was operational. Additionally, the virtual nature of the training limited opportunities for hands-on learning or interaction with trainers who could address role-specific scenarios. Survey respondents noted that this lack of depth and engagement in training have resulted in inefficiencies in their day-to-day tasks.[53]

Survey respondents also highlighted that while VILT sessions and iLearn modules were provided, once the system was live, the Unify system did not work as per the training modules rendering them inefficient. Similarly, users felt that there was a lack of opportunities to ask questions due to large number of participants during the VILT leaving users struggling with system navigation when the system was implemented and needing to rely on the BRCs for support.[53]

Role specific Training

The lack of role-specific guidance in VILT was another key concern among users. Survey responses indicated that training was relatively generic and the opportunity to deep-dive into the detail of the day-to-day role as a child safety officer was limited. Users did not feel as though they could ask the training "How would I do this in Unify" easily and get a useful response. VILT sessions were predominantly run by external contractors who lacked child safety knowledge and business process expertise, leaving them unable to address role-specific queries or clarify workflows accurately.[37]

Root Cause:

- When training was delivered through virtual instructor led sessions, a number of contractors were brought on board to run these sessions. It was found that a number of the trainers did not have child safety knowledge and expertise and were unable to assist users with role specific processes within the system.[53]
- Post implementation these contractors finished up their role with the Department and there were resource constraints to run regular face to face sessions with end users.

4.2.5.3. Knowledge Hub for User Guides

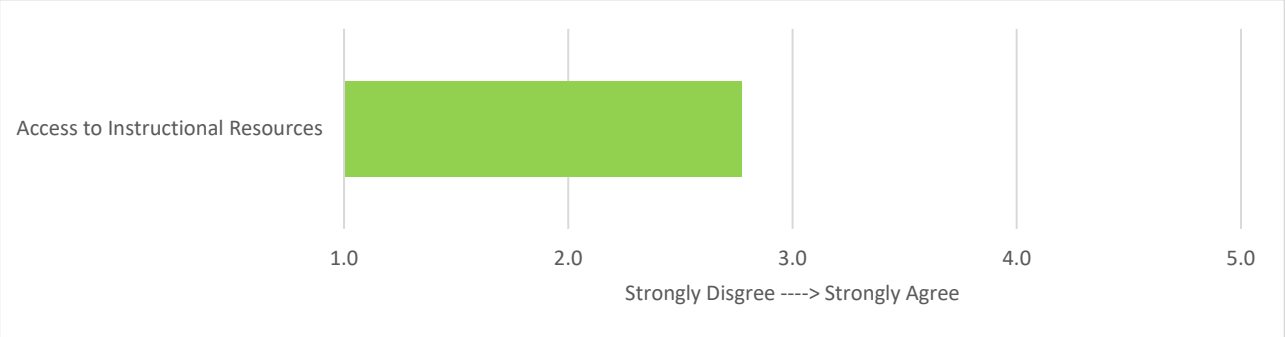

Chart 10. Average rating of in-system help provision – Knowledge hub for user guides, as rated by Unify end user survey respondents.[53]

Access to user guides/material

A decision was made during the delivery of the program to discontinue the use of a knowledge hub/resource hub for user guides which could be made available to users once the system was implemented. This was due to the "WalkMe" function within the Unify system serving as the tool to guide users on the process of completing a specific task negating the need for a knowledge hub. However, the guidance in the "WalkMe "/ "Need a Hand" function was initially not written in a way that guided the user efficiently to perform tasks.[66] The only other training available was through iLearn modules which were large and cumbersome to navigate through and find the information required by the user.

Users have reported that it was challenging to quickly find a guide to assist them with their query. Survey feedback from end users have shown that regions were creating their own resources to address gaps and provide easy to use guides for their teams.[53]

Root Cause:

- A decision was made during the implementation phase of the Unify Program not to build a knowledge hub as the WalkMe and/or Need a Hand functionality would provide users with the guides and assistance that they required.

4.2.5.4. Need a Hand function

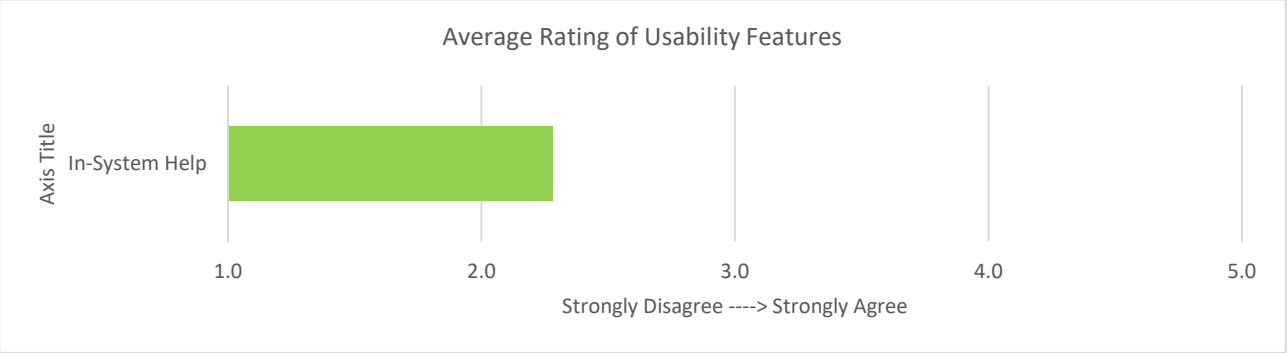

Chart 11. Average rating of in-system help provision – Access to Need-a-hand function, as rated by Unify end user survey respondents.[53]

The Need a Hand function within the Unify system was the in-system help for users and currently used by the training team to provide information for users to assist them with their daily tasks.[66]

The "Need a Hand" function was designed as an intuitive tool to guide them through tasks within the system.[19] However, users have reported significant issues with its effectiveness. Survey results indicate that it does not provide accurate results and in some instances disrupts the workflow by directing the user to the beginning of the process rather than addressing the specific need reducing their ability to efficiently use the system.[53,55] In many cases, searches using the "Need a Hand" icon return no results, forcing users to abandon the feature altogether.

While there has been considerable effort put into updating the WalkMe (aka Online Guided Learning which contributes to the Need a Hand function for users) by the Unify support teams and indications from the system show that the feature was being used by staff, survey results were overwhelmingly low for the feature.[53]

Root Cause:

- Due to the complexity of updating the iLearn modules and resource constraints within the training team, the Unify support team has directed their efforts to updating the online guided learning within the system for users. However, there has been a lack of engagement with end users to determine how best the Need a Hand function should be setup to support them and as a result it was not fit-for-purpose scoring low results.[52]

4.2.5.5. Defect Management

Chart 12. Average rating of Development and Defect Resolution by the Unify Support team in the ICT survey.[146] The support team rated how strongly they agree or disagree with each item as it relates to Development and Defect Resolution.

Finding F8: The Unify support team were progressively resolving defects, although there was no clear view of systems changes and relative priorities which were aligned to business improvement / impact. Users reported that there were cases where defect resolutions were causing the system to regress to previously addressed defects or issues. The users reported that the communications of defects and their resolutions were not clear.

The support team has been working on resolving defects that have been raised by users and staff survey results show agreement that defect resolution is effective[145], however users were frustrated as the resolution of defects tends to result in additional defects.[53]

During the site visit to [redacted] a user mentioned that they have now stopped referring defects or issues to the support teams as this generally results in new issues in the system. Instead, they have resulted to trying again the next day and often find that the functionality was working again.[55] Some users were continuing to use workarounds after defects were resolved.

As a result, there was a lack of confidence from users in the support teams ability to resolve defects to a high standard and users were hesitant to raise more defects unsure if this may end up breaking something else in the system.

Root cause:

- Deployment of a layered solution such as Unify within [redacted] is complex. Between Stage 1 and Stage 2, deployment steps need to be followed accurately to ensure more defects are not introduced. This may also be affected by updates from [redacted]. Currently the team maintains a spreadsheet with over 100 lines of information that need to be followed sequentially to ensure the deployment is smooth. These deployments were manual, and errors made during the deployment can affect the release introducing new defects in the system.[60]
- Regression testing practices were not preventing the recurrence of defects after they were fixed in production. The support team indicated that the current regression testing had low coverage.

4.2.5.6. Communication

When issues have been resolved, communications were unclear and complicated for users resulting in users ignoring emails which may contain important updates.

During the [redacted] focus session, users expressed that they tend to ignore communication regarding defect and issue resolution making them unaware of changes to the process that might affect how they perform their role in the system. This was due to the communications being too technical in nature and containing information that users find unhelpful. As a result, workarounds were missed or not followed efficiently due to a lack of awareness that a change has been made.[37]

Root cause:

- Staff reported that they receive too many communications regarding issue and defect resolution making it difficult to keep track. Communications were written with a technical lens rather than a business lens, making it difficult for users to follow.[53]

4.2.5.7. Support Model

Updates to Unify since Release 2 was implemented in April have been performed by a BAU team who were tasked with both operational support needs and addressing identified defects. There was no clear view of systems changes and relative priorities which were aligned to business improvement / impact.

While there is a continuous improvement pipeline (CIP) to tackle small enhancements and fixes, users have said during interviews that they have a limited view on the CIP and feel that defects were prioritised over functionality enhancement.[67] The first Program Increment (PI) planning session following the release of the system in April was conducted in September 2025.[68] There was a lack of clarity on the priority of defects vs. incidents vs. enhancements to users and as a result limited awareness of when issues will be resolved.

The ICT survey for the Unify Support team also highlighted that the support staff do not feel adequately resourced to manage the workload. Support staff highlighted that given the number of contract resources during the implementation phase who have left once the program was completed, there was a knowledge gap and existing staff members needed to take on multiple roles to manage the workload making to support the system.[146] The rate of defects (created minus resolved) is increasing leading to a growing defect backlog for the system.[49]

Root Cause:

- The support team were triaging and prioritising incidents, defects and functionality delivery using a priority/severity score. There was no clear business prioritisation framework.[60]
- There is a resource constraint with the same team dealing with incidents, defect resolution, managing the CIP backlog as well as delivering the PI release.[60]

The current arrangement of having Business Readiness Coordinators (BRCs) is highly valued by users in enabling them to navigate system challenges. BRCs act as the conduit for operational staff into the Unify support team for defect reporting, resolution, issue management and training.

4.3 Summary of Business Operational Impacts

The Unify system has had noted impacts on each of the Child Safety service delivery stages in different ways, as described in this sub-section.

Despite the challenges associated with the transition to Unify, staff members have demonstrated adaptability by adjusting their work practices, implementing interim solutions and maintaining service continuity during a period of significant system change. Their ability to uphold service delivery – despite emerging bottlenecks and the need for new workflows – reflects strong professional commitment and dedication to child safety outcomes.

4.3.1 Operational Delivery

Staff reported the effort and duration to perform tasks have increased with the use of the Unify system for service delivery across most service delivery stages. Multi-agency SCAN was the only stage that had limited noted user impacts; the relevant functionality for Multi-agency SCAN was made live in 2020.

Staff reported a lack of confidence in the information obtained from Unify, specially related to finding information and persistent data quality issues. Staff also reported lower confidence (and anxiety) on the quality of child safety services that could be delivered by relying only on the information provided by Unify alone.

The staff were supportive of improving the system to minimise the inefficiencies and risks to service delivery. While some survey feedback suggested 'going back to ICMS', from the staff interviews conducted, that reference indicates a strong desire to revert to a simplified user interface (similar to ICMS) and efficient ways of working.

4.3.2 Data Quality and Confidence

Actual and perceived data issues are directly impacting staff and management confidence in the availability, completeness and accuracy of the information that was being presented by Unify in business processes.

Both actual and perceived data quality issues, are described below:

- Actual data quality issues were the result of system performance issues (system timeouts resulting in partially complete data and the need for data re-entry by users), functionality issues (system allows users to proceed with their workflows without entering all the necessary data elements) and the inability to find data (because the data was agreed by the Program to be descoped as part of data migration). These data quality issues will grow with continued system usage; and
- Perceived data quality issues relate to system functionality issues (for example, the system does not always retrieve all historical data and or can return less search records compared to ICMS) and the inability to find the data easily (due to UI complexity).

The review did not identify significant unrecoverable data loss due to the data migration from ICMS to Unify, from consultations with staff.

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The staff perception of lost data was likely attributable to the inability to find data using the complex user interface, functionality defects with retrieving or displaying all the data, and noting that some data/records were not migrated from ICMS. (note: a data reconciliation analysis of the Unify data migration was not performed as part of this review).

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Section 5

Data Management Analysis

Overview

This section focuses on data management focused on reviewing the system's ability to securely store, manage and retrieve client data, assess compliance with data privacy and security regulations and evaluate the data reporting and analytics capabilities to ensure they support decision-making and strategic planning.

DISCLAIMER

This section is based on the documents provided and interviews conducted (which are listed in the Appendix of this document). It contains the 'Deloitte view' based on the information that has been provided.

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5. Data Management

5.1 Overview & Observations

The 'Overview and Observations' sub-section will be focused on providing a contextual overview and analysis from interviews, surveys and documentation review, this section will highlight key observations, and following this section, findings that have surfaced. The observations will be objective and factual/evidence based.

5.1.1 Data Reporting & Analytics capabilities

There are two key areas of the organisation that use data reporting and analytics from Unify.

- **Operational reporting** to support operational planning and decision-making.[115]

  Operational data and reporting from the Unify system was intended to be available within a 1-hour period for consumption from published reports. Some Operational reports have been delivered to the business to an accepted level, however, there has been significant workarounds put in place to support business operations whilst the remaining operational reports are being developed and delivered.[130]

- **Corporate reporting** to publish data to the public, perform national reporting and support strategic planning and decision-making.[115]
  Prior to Unify system go live, Corporate reporting was conducted off a data set (with a 60-day lag) which passed through various quality control gates before being published.[109]
  A Data Lakehouse is expected to be delivered in early to mid-2026. The delivery of Corporate reporting is dependent on the establishment of the Data Lakehouse and the data extracts it will provide. National data reporting is published quarterly and was last provided at the end of March 2025.[109]

Unify does not have a complete dataset from ICMS due to the partial data migration process that was undertaken.[128]

The Unify solution has some native Out-of-the-Box (OOTB) dashboards within the UI that are in use across the business.[134] These are not within the scope of the data reporting and analytics findings that are being detailed in this section.

The approach to implementing reporting after Unify go-live, specifically the CIP (Continuous Improvement Pipeline), has been to build and deliver the EDP (Enterprise Data Platform) and the associated reporting for the business, using BAU (Business as Usual) resources in an Agile delivery method.[133] It was observed that the technical delivery team demonstrated knowledge and understanding of what would be required to build and operate a modern EDP.[115] An external consulting provider, Ignition[121], has been engaged to support the development of the EDP.

5.2 Findings

This sub-section has the summarised findings of issues related to data reporting and analytics and the identified potential root causes. Please see the Appendix for mapping of the executive summary findings against the findings in this section.

5.2.1 Data Reporting & Analytics Capabilities

5.2.1.1. Data & Reporting Technology

Finding R1: Significant work remains in the establishment of the corporate reporting solution. DFSDSCS has embarked on a complex technology foundations uplift for this solution that is currently being undertaken as BAU.[115] There was high uncertainty among reporting stakeholders that remaining work will be completed within the planned timeframes.

A need identified as part of the original scoping of the Unify system was to provide a new Enterprise Data Platform (EDP) to facilitate reporting for the business of both Operational and Corporate data held within the new Unify system.

Implication: A significant amount of time and resources is being dedicated to implementing the chosen technology and addressing challenges, particularly related to data engineering/integration, data migration and data quality across the reporting landscape.[130] There is a challenge in balancing the developing out of the EDP to service the Corporate reports whilst using the same resources under BAU arrangements to progress the Operational reports remediations and delivery backlog. This has contributed to the progress of reporting deliverables to fall behind intended/indicated delivery expectations that the business originally held.

Root Cause(s):

The EDP approach is significant because of the following points:

- **Technology complexity**: The EDP consisting of Lakehouse, Data Vault and Cloud infrastructure are all new (complex) technologies for the data and reporting team to adopt and manage to provide the originally intended advanced features.[115,116,117,121,123]
- **Number of sources and reports**: It was noted that there are two key sources (pipelines), and approximately 100 reports across Operational & Corporate combined.[115] If the delivery approach is re-baselined, it should be assessed whether the advanced technology foundations (EDP) and its components are fit for purpose for the sources and the consumption patterns/outputs.[115,118,119]

- **Modelling complexity:** The Data modelling approach indicates that Corporate reporting (predominantly extract-based dumps) will use Data Vault to enable historical, trend & time travel. It was noted that there is significant complexity in designing and modelling the needs/requirements for the Corporate suite of Data and Reporting.[115,121] There is considerable complexity joining datasets from the Unify source system and the legacy ICMS system, and the reporting team recognised the high amount of effort required to complete the planned works.[115,116,120,121] The data engineering overhead associated with Data Vault can often be considerable due to the increased architectural complexity.
- **Data size**: The total table count within the EDP for Unify data was indicated at 700+ which was recognised as a considerably high number.[121,122] It was indicated that this will likely reduce once use-cases are disproven over time. The progress to-date of the Data Vault build shows that 155 tables are In-Production with data ready for consumption by end-users, with 400+ still in backlog.[115,118,122]
- **Resourcing constraints**: This undertaking is being performed in a BAU capacity with limited visibility to end-state completion timing and priorities due to the Agile delivery.[21,123]

  With the focus on delivering the Operational reporting backlog, there was recognition that if not managed and resourced appropriately, this could impact the development and delivery timelines expected for Corporate Reporting, as there is significant complexity in designing and modelling the needs for the Corporate suite of Data and Reporting assets. It was indicated that there were resourcing/capacity/contention issues within the reporting development team that were currently being resolved through recruitment and through internal reassignment.[115,119,120,124]

5.2.1.2. Data Migration

Finding R2: The partial migration of data from ICMS to Unify has resulted in delays in developing the data engineering layer and delivering reports at the visualisation layer.

Only a partial data set was migrated from the legacy ICMS system to the newly commissioned Unify (based) solution. The exact scope criteria for data migration has been described in Section 3. Issues relating to migration are being remediated when they are discovered.

Implication:

The Data & Analytics Team indicated that as the data engineering and report development progresses, they were finding data migration issues (e.g., carer approvals[125,130,132]) and then they were fixing them as they progress.[130,135] The Statewide Operations reporting team encounter data migration related issues either when running published reports or creating custom views and often have to provide their own workaround (e.g., for Intakes assessments that were blank, having to supplement/combine data from ICMS read-only replica.[125,126,127,130]

Root Cause(s):

- The structure/design of the ICMS system was built on a mix of technologies with a backend database and file storage for documents then presented to the user interface. Migration of data to a new target system Unify, meant that only a partial migration of data was possible.[128,129,130] It was intended that data migrated was to be the minimum required for the effective operation of the new solution.[128]
- During the migration from ICMS to Unify, there was a point in time where a read-only cutover period was instigated that impacted 100+ records relating to Intakes. This impacts reporting for those items, but staff have an accepted workaround.[130]
- During the migration, assessments were migrated, but associated intakes were not. This has resulted in missing intake data in 7000+ assessments (in progress and completed) since go-live of Unify. This means that the business cannot easily report on factors like abuse type, notifier, dates etc. without performing a workaround by supplementing data from ICMS.[131]
- An extract of .pdf files records with case history from ICMS was migrated onto the Data Lake. There is an [redacted] call limitation that results in some records not returning to the Unify Screen impacting workflow. Users were presented in the UI with a banner directing them to review these files off the ICMS read-only instance/store. This impacts approx. 5% of records and a person with more records is likely to have longer histories. It was understood that a fix was being developed to resolve this.[123,132,133]

5.2.1.3. Report Development Lifecycle

Finding R3: Staff performing reporting related tasks in Unify noted that a significant number of required reports were unavailable or unusable, due to a combination of known Unify reporting capability gaps and data quality issues. Several Operational reports have been delivered (circa 20).[119,130] However, only a small number (not more than 2 as of October 2025) were sufficiently acceptable to the requirements of the business.[119,130,135] Workarounds have had to been put in place by the business where reports were not available.[130,132]

Originally there were 41 Operational reports identified that needed to be developed for the business to use in managing productivity and efficiency of operations. As per above, only a subset of these were completed prior to Go-Live.

Implication:

The business has had to put in place workarounds expending high effort to collate information, or the business was managing without appropriate performance information that has led to a productivity impact in how the operations were being managed.[130,132] Prior to Unify, the operational reporting team used to deliver 300 pages of operational report content. At the time of the review, with the workarounds this reporting team could only provide 50 pages of operational reporting content.[130] 20 Reports have been delivered In-Production, but only 1 or 2 out of the planned 41 reports has been indicated to be delivered at a sufficient acceptable level by the business.[119,130]

Root Causes(s):

- It was noted that the Unify Program could only perform report testing with test data and not Production data due to time/resource constraints. End user testing (UAT) was replaced with a showcase and preview of reports. Defects relating to tooling, quality and data migration were captured with plans for resolution post go live.[115,121,130,134,135]
- Additional reports and improvements to existing reports have been slowly delivered and users/consumers in the meantime were creating their own bespoke workarounds via Power BI custom views and merged spreadsheets. There was recognition that consistency in results was variable due to custom view reports created based on limited understanding of data columns, descriptions etc. Change management activities for data and reporting was limited, including training for the reports delivered.[115,121,130,135,136]
- A relatively new process is now underway for the Central Operational Data & Analysis Team to manage feedback of the report development pipeline for the lodgment and recording of issues for developed reports. The previous the UAT feedback process was highlighted as an area that was lacking. The process is for the Central Operational Data & Analysis Team to assign the problems across the report development pipeline to the four different areas: 1) Data Migration problem (Data and Reporting team), 2) Unify problem (Unify/IT team), 3) Report problem (Data and Reporting team), 4) Product Owner.[115,121,130]

5.2.1.4. Reporting Requirements Gathering

Finding R4: The approach used to gather reporting requirements has not sufficiently captured the needs of the business, or what was expected of the Data & Reporting team to develop and deliver in a timely fashion. Most of the existing operational reports require remediation.

Implication:

If the requirements for reporting and data asset development does not match what the business was expecting as a deliverable, re-work cycles occur with requiring additional effort and extended timelines. This creates uncertainty as to when the reports will be delivered.[115,121,127] This also results in a lack of clarity of what was expected of the Data and Reporting team to develop. The 20 Operational reports that have been delivered may need to have their requirements reassessed and remediation work undertaken.[119]

Root Cause(s):

- The requirements and specifications for Operational reports were written by the previous Product Managers prior to Go live and were based on functionality within the ICMS system and how it operated previously. When testing was performed on the reports, it was difficult to validate these requirements due to production data not being present.[135]
- The process to fix the issues with the currently delivered Operational reports, and the roadmap to deliver the remaining ones is being done as BAU in a Sprint/Backlog arrangement. It was indicated that there was a more traditional Waterfall-style mindset towards delivery within the business compared to Agile-style delivery (backlog/priority). Agile development approach was an Organisation-wide change, and the business was not traditionally solution focused. It was

described that often the focus is on user feedback such as *"this is not what I expected…"* and this causes surfacing of issues and re-work/changes to delivered items.[115,121,123,130,133]

- A new workshop-driven approach has been recently put in place to gather and scope reports with the aim of delivering reporting products that are more business-aligned.[115,133,134] However, multiple parties (IT, the Business) do not have a clear agreed timeline or aligned set of priorities for when the remaining Operational reports will be delivered to a satisfactory level. It was indicated that the planning of size, scale of the total pipeline of activity requires the analysis and requirements gathering processes to be undertaken first.[115,123]
- There was a recognised need for nominated Product Owner/business-lead(s) to sign-off the UAT and acceptance of the final production ready report. It was also noted that there was a tension between balancing the concept of MVP-type approach to delivery versus a 100% perfect product the first-time. The former would involve making improvements to the delivered report over time to achieve the final product.[121,123,134,137,138]

5.2.1.5. Data Quality

Finding R5: A majority of delivered reports require a significant amount of effort from the Operational Reporting team in cleansing and enriching data to produce them.[121,130]

Issues with the Unify system and data migration has resulted in Operational teams having to undertake their own processes to remediate data quality issues.[132,135] This results in workarounds becoming a regular practice despite being time-consuming and adding additional effort to business activities.

Implication

Trust in the data outputs from Unify was low and causing significant time spent to supplement quality and completeness, to ensure service delivery was at the level that was needed.[132,137] This also impacts the consistency in results, due to custom view reports created. The custom view reports and the end-user dependency on these will require considerable change management when moving to published reports and data products provided from the Unify reporting solution (EDP).

Root Cause(s):

- The Unify UI lacks guardrails or mandatory fields, which fails to require users to complete critical case information in the form of specific data fields on a form. This has resulted in inadequate data controls over blank fields and data gaps in a record which then negatively impacted the quality of downstream reporting outputs.
    - Example was the Case management process. With Unify you can go to the end of an assessment process without nominating the most serious abuse type. This has impacted the downstream reporting on Intake since those cases remain open due to incomplete data. The reports created September 2025 show incomplete or skewed data compared to reports from September 2024.[139,140] These issues resulted from the open cases and inaccurate intakes.[123,130,132]
- Post-go live, integration defects emerged, affecting the Unify UI record display and reporting data quality. These defects were caused by integration issues and unclear business rules, compromising data integrity and creating incompleteness in data and reports. In child protection orders, the pre-population feature had to be disabled due to imported data

containing inaccuracies, such as incorrect dates of birth and children's names. This impacted mandatory reporting, displaying data with integrity issues for referrals involving critical information.[135]

- Unify UI issues including response time problems that caused users to exit the application. The slow user interface and lag between screens frustrated users, prompting workarounds such as using OneNote or whiteboards to enter or save data instead of Unify.[132] This resulted in data incompleteness, with inputs not being captured or reflected in reports.[19,116,141,142]

5.2.1.6. Ways of Working

Finding R6: The current governance for data and reporting is not appropriately structured and formalised to effectively support the complexity of the new data management and reporting context, landscape and requirements. There was low confidence among reporting stakeholders that the reporting work was being prioritised in a manner that will have the greatest impact to the business.

Implication:

Without clear formalised ownership, accountability and representation, the depth of consultation may not be sufficient to capture the needs of the business; and outputs would not match the expectations. This also results in escalation paths not being clear when urgent matters need to be prioritised and communicated amongst the parties involved.[119]

Root Cause(s):

- There was acknowledgment that the governance approach was now potentially outdated due to the commissioning of the new system and needs a refresh with clarity on areas such as roles and responsibilities, stewardship across the data. This will assist with report specification, report delivery and management of data quality.[116,130,143]
- The absence of defined ownership has exacerbated the challenges in addressing issues promptly, further delaying responses to resolve issues, defects and changes in the reporting landscape.[115,119]
- There was a new workshop-driven process being established for requirements gathering with the business, with broader representation. As this was a recently formed initiative focusing on Operational reporting (during the time of this review), driven primarily by the Data and Reporting team[115,134,144], the issues were in the process of being addressed.

5.3 Summary of Business Operational Impacts

The Unify system also impacted the management of the Child Safety service delivery stages as described in this sub-section.

5.3.1 Operational Management

Managers and team leads reported that they were operating with limited insights from reporting, as only a small number of reports with clean data were available and deemed useful.

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Managers and team leads also reported their reduced ability to use the system to monitor service performance, prioritise work, address areas of concerns, manage risks and optimally manage delivery resources. Teams have in place workarounds to track information outside the Unify system (e.g. Blue card expiry) to help manage operations.

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Section 6

Productivity Analysis

Overview

This section provides an analysis of the productivity of the Unify system focused on the extent by which gaps in functionality identified during the review are impacting productivity, assessing Unify's impact on staff productivity and workflow efficiency, and business process bottleneck.

DISCLAIMER

This section is based on the documents provided and interviews conducted (which are listed in the Appendix of this document). It contains the 'Deloitte view' based on the information that has been provided.

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6. Productivity

This section of the report details the analysis and findings for the following objectives:

- Analyse the extent by which the gaps in functionality identified during the review are impacting productivity.
- Assess Unify's impact on staff productivity and workflow efficiency.
- Identify business process bottlenecks or inefficiencies caused by the system.

6.1 Overview & Observations

The 'Overview and Observations' sub-section provides a contextual overview and analysis from interviews, surveys and documentation review. This section will highlight key observations, and following this section, findings that have surfaced. The observations will be objective and factual/evidence based.

The broadest definition of productivity is the ratio between output and the total input (predominantly staffing resources) required to achieve it. Overall, operational data suggests that child protection service system output levels across most stages were slightly higher.[69,70,71] When viewed alongside relatively unchanged workforce FTE levels, this may suggest that productivity has improved following the transition to Unify. However, this conclusion is misleading. In practice, staff have adapted their work practices to maintain service delivery, including working overtime, relying on manual workarounds and deprioritising less critical tasks.[72] These practice changes mask underlying productivity challenges. Staff members reported multiple instances of decline in productivity across all stages due to the increased time taken to complete tasks on Unify compared to previous systems.[72] System bottlenecks have also emerged, as evidenced by the growing backlog of in-progress intakes, assessments and Care Arrangements.[77,74]

Despite the challenges associated with the transition to Unify, staff members have demonstrated adaptability by adjusting their work practices, implementing interim solutions and maintaining service continuity during a period of significant system change. Their ability to uphold service delivery – despite emerging bottlenecks and the need for new workflows – reflects strong professional commitment and dedication to child safety outcomes.

6.1.1 Context of Child Protection Service System Stages

A structured assessment of productivity was conducted through a review of functionality gaps, their root causes and the resulting implications for workflow efficiency. The assessment focused on the six key child protection service system stages which use the Unify system. Figure 3 below provides an overview of these six stages, along with examples of activities performed in Unify.

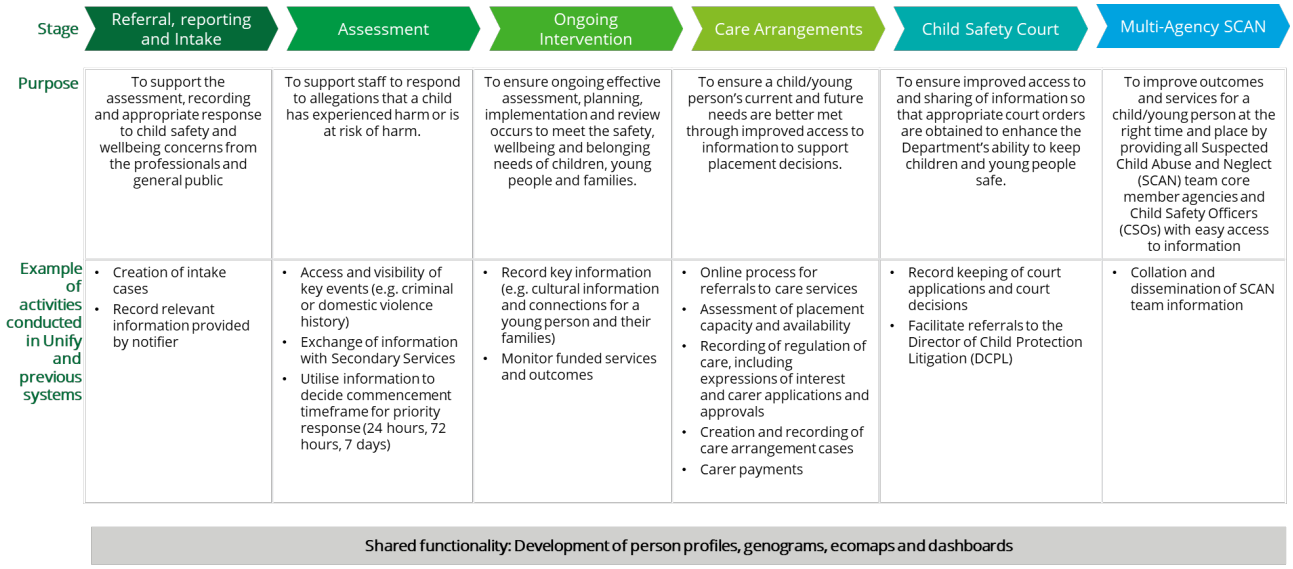

Figure 3. Overview of child protection service system stages. *Source: Deloitte analysis of the Department's 'Unify Functional Overview 2024' document, Department of Child Safety, Seniors and* Disability Services (2025). Child Safety Practice Manual. Queensland Government. Retrieved November 19 2025, from https://cspm.csyw.qld.gov.au/

6.1.2 Approach to Measuring Productivity

Productivity is defined by the Australian Bureau of Statistics as an indicator of the efficiency and effectiveness of production.[b] It is a calculation of how much output is achieved given a certain amount of resources (or input). This review focuses specifically on workforce productivity across each stage of the child safety service continuum (see Figure 3). A focus on output trends before and after the transition to Unify. When considering the changes to productivity presented in this chapter, it is important to consider the influences of several factors external to the Unify system and the Department more broadly. These include:

- Changes to the volume and complexity of incoming cases due to external community socioeconomic factors
- Transition impacts – temporary decreases in productivity associated with transitioning from a known system (ICMS) to a new system (Unify)
- Seasonality – natural variation in demand for services such as lower demand for services during school holiday periods.

These external influences could not be controlled for in the analysis, and limit the ability to attribute direct changes to productivity to the transition to Unify.

[b] Australian Bureau of Statistics (2022) *Labour productivity*. *Labour Statistics: Concepts, Sources and Methods, 2021*. Available at: https://www.abs.gov.au/statistics/detailed-methodology-information/concepts-sources-methods/labour-statistics-concepts-sources-and-methods/2021/concepts-and-sources/labour-productivity

6.1.3 Caveats and Limitations

When reviewing findings and analysis in this section, the following caveats and limitations should be taken into consideration:

- **Limitations of FTE data, which prevents accurate calculation of productivity levels**. There was variation in the quality and comprehensiveness of both output and FTE data (which were necessary inputs for productivity calculations). These data gaps were partially addressed through targeted engagement with relevant Department staff members. In relation to FTE, the Department provided data on the number of active paid FTE by region, service and position title between FY18-19 to FY24-25. This data was used to understand trends in overall workforce FTE. The Department's Regional Intake Service (RIS) managers advised that it was not appropriate to accurately measure productivity through an output per FTE calculation as staff members perform overlapping roles in child safety services.
- **Variation in the quality and comprehensiveness of output data across specific stages**. There were also variations in the quality of output data across individual stages:
    - **Intake and assessment**: key intake and assessment closures were derived from point in time operational data provided in September 2024 (ICMS system) and September 2025 (Unify system), which was uncleansed and not validated. As such, these findings can only be regarded as indicative until more reliable and valid datasets are available for further analysis.
    - **Child court safety:** output was proxied through the number of Temporary Assessment Order applications, Court Assessment Orders (CAO) and Temporary Custody Orders (TCOs) in September 2022-24 (ICMS system). There was no information on the number of TAO, CAO and TCO data for September 2025 when the system transitioned to Unify.
    - **Child safety arrangement**: there was no available child safety arrangement output data. Output performance was proxied through qualitative feedback provided by team members who are responsible for child safety arrangements across selected regions.
    - **Multi-agency SCAN**: Output was proxied through the annual number of referrals.
- **Changes in data calculation methodologies**: Under the new system (Unify), the method for calculating intake and assessment volumes has changed. Additional notified concerns are now counted as separate intakes, resulting in higher overall intake and assessment figures. This change reduces the comparability of data before and after the transition to the Unify system. These limitations are flagged through the report where relevant.
- **Timing differences in the transition to Unify system across other stages.** The transition from legacy systems to Unify occurred at different times across different operational stages. For example, multi-agency SCAN processes transitioned to Unify in 2020, while other stages transitioned more recently in 2025. This means the multi-agency SCAN team had more time to identify system issues and implement fixes.
- **Contained consultation scope, including no direct data collection from Unify users:** The accurate quantification of changes in productivity would require data from a representative sample of end users such as the time taken to complete activities in the previous system (ICMS) compared

with Unify. This was not feasible due to the seven-week time requirements and scope constraints. To partially address this limitation, team representatives were consulted across selected regions to understand the factors influencing productivity levels.

- **Limitation of establishing a causal relationship.** Given the limited number of data points in the analysis, it was difficult to draw firm conclusions about the relationship between the Unify system and workforce productivity. In addition, any associations observed in the analysis may be influenced by external factors unrelated to the system transition. These external factors are identified and discussed throughout the analysis.

6.1.4 Structure of this Chapter

The remaining sub-sections of this chapter provides further detail on:

- Assessment of changes to key productivity and output metrics
- Assessment of changes to workforce productivity and workflow efficiency
- Identification of bottlenecks and inefficiencies resulting from the transition to Unify

6.2 Findings

This sub-section has the summarised findings of issues related to productivity and identified potential root causes. Please see the Appendix for mapping of the executive summary findings against the findings in this section.

6.2.1 Assessment of changes to key productivity and output metrics

Finding P1: Prima facie, Unify reporting would indicate that the demand and output levels have had high increases for intakes, assessments and child safety court (when comparing monthly data in 2024 to the corresponding months in 2025). After factoring for data definition changes, the data shows that there have been increases but they have been modest.

Child safety service output levels appear to have increased in July-September 2025 compared to July-September 2024.[73] Intake figures were inflated due to changes in data definitions within Unify (~49% increase). When 2025 intake volumes were adjusted, there is a smaller magnitude of increase (10% increase). The higher output figures and unchanged FTE figures (measured comparing June 2024 and June 2025 workforce data, see Finding P2) may imply that staff productivity has improved following the transition to Unify. This conclusion is misleading. Qualitative insights indicate productivity declines across functions (See Finding P3). The remaining sub-sections provide further detail on output stages across each stage and overall FTE trends.

6.2.1.1. Intake

There were two metrics with available data to measure changes to the intake process following the transition to Unify:

Demand – the number of cases incoming to each service over time
Closures – the number of cases closed by the service over time.

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Chart 13 provides an overview of the change in demand between July-September 2024 and July-September 2025.[73] Overall, a 49% increase in demand can be observed between the months of July-September 2024-25. The data suggests that there was an increase in demand in the months of July (5,776 cases in 2024 increasing to 8,037 cases in 2025, or a 39% increase) and August (6,018 cases in 2024 increasing to 8,454 cases in 2025, or a 40% increase) with an even greater increase in September (4,568 cases in 2024 increasing to 7,891 cases in 2025, or a 73% increase). However, it was noted within document 'AD12.4- 2025.09_STATE Intake and Assessment' that the increase in demand likely reflects the inclusion of related intake cases (which were not previously accounted for under ICMS). When 2025 intake volumes were adjusted for the proportion of intakes that have related assessments in progress, incoming cases remain 10% higher in July-September 2025 than the corresponding 2024 period. Central Department staff members however noted that recent intake demand was relatively unchanged when considering January to October 2025 data compared to the same period in 2024.[75]

Regional Department staff members stated that there have been upward pressures in the number of intakes due to increases in the volume of incoming cases.[76] This aligns with broader socioeconomic trends reported in statewide reports. For example, rates of reported domestic and family violence have steadily increased in the past decade (2015-2024), which contributes to both child protection system involvement and homelessness.[c]According to regional Department staff members, media releases and recent Commission of Inquiries have also contributed to observed increases in the number of notifications.[77]

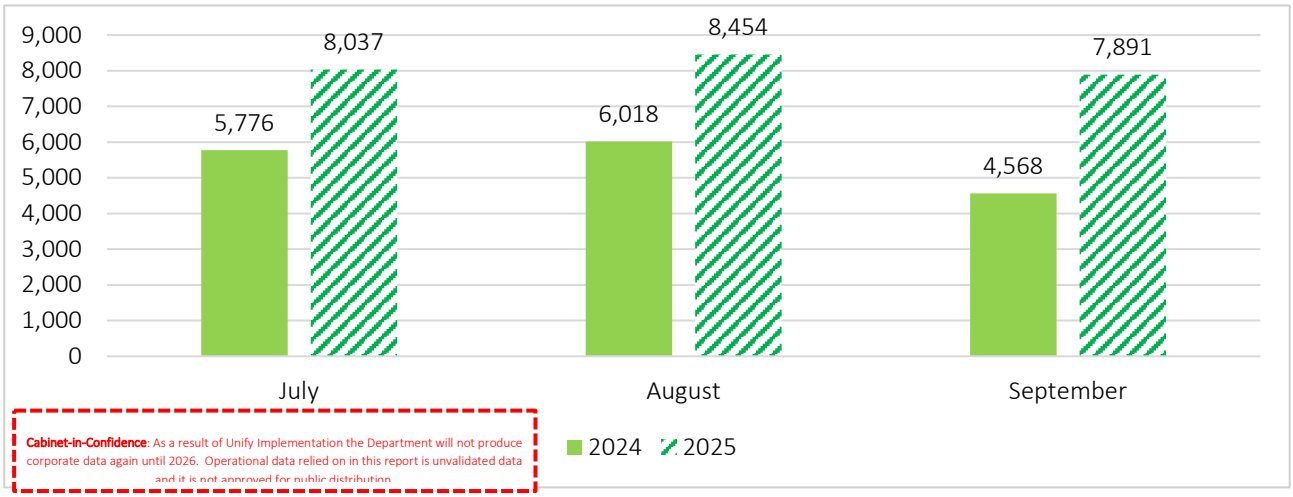


Chart 13. Incoming intake cases by month, July – September 2024 and 2025. *Source: Deloitte analysis based on documents AD12.2 and AD12.4.*

The total number of closures made by intake centres was available for the July-September 2024 and 2025 periods.[73] Chart 14 outlines the change in closures over time. The trend for closures reflects the trend in demand – there was overall a 37% increase in closures observed in July-September 2025 relative to the corresponding 2024 period. However, the increase is mainly driven by the inclusion of related intake cases (not previously accounted for under ICMS). When 2025 closure volumes were adjusted for the proportion of intakes that have related assessments in progress, closures were 1%

[c] Queensland Family and Child Commission (2025) *Performance of the Queensland child protection system 2024–25: Annual Report*, Queensland Family and Child Commission, Brisbane. Available at: https://www.qfcc.qld.gov.au/sites/default/files/2025-09/Performance_of_the_Queensland_child_protection_system_2024-25.pdf (Accessed: 20 November).

higher across July-September 2025 than July-September 2024. This suggests that the volume of intake closures have remained broadly unchanged following the transition to Unify.

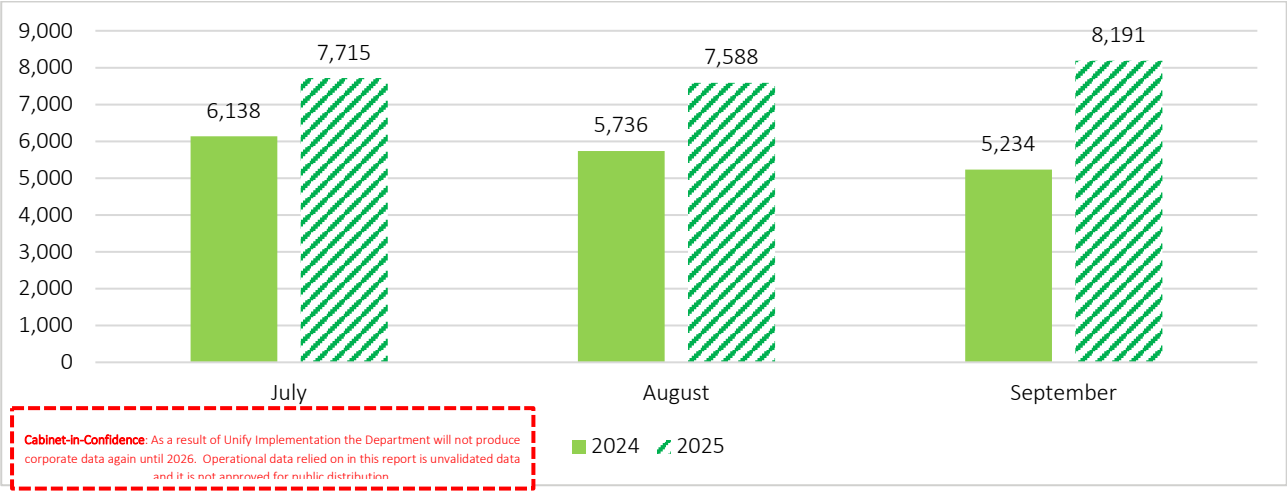


Chart 14. Closed cases by month, July – September 2024 and 2025. *Source: Deloitte Access Economics based on documents* AD12.2 and AD12.4.

6.2.1.2. Assessment and Intervention

There were two metrics with available data to measure changes to the assessment process following the transition to Unify:

Demand – the number of incoming assessment events over time
Closures – the number of assessment events closed by the service over time

Incoming assessment demand was available for the April-September 2024 and April-September 2025 periods.[78] Chart 15 shows the month-by-month change in assessment demand. Overall, total incoming assessments ranged from a low of 1,388 (April 2025) to a high of 1,942 (May 2024). While there was some level of variability month to month, there was no indication that there has been any change in demand for assessment events since the transition to Unify in early 2025.

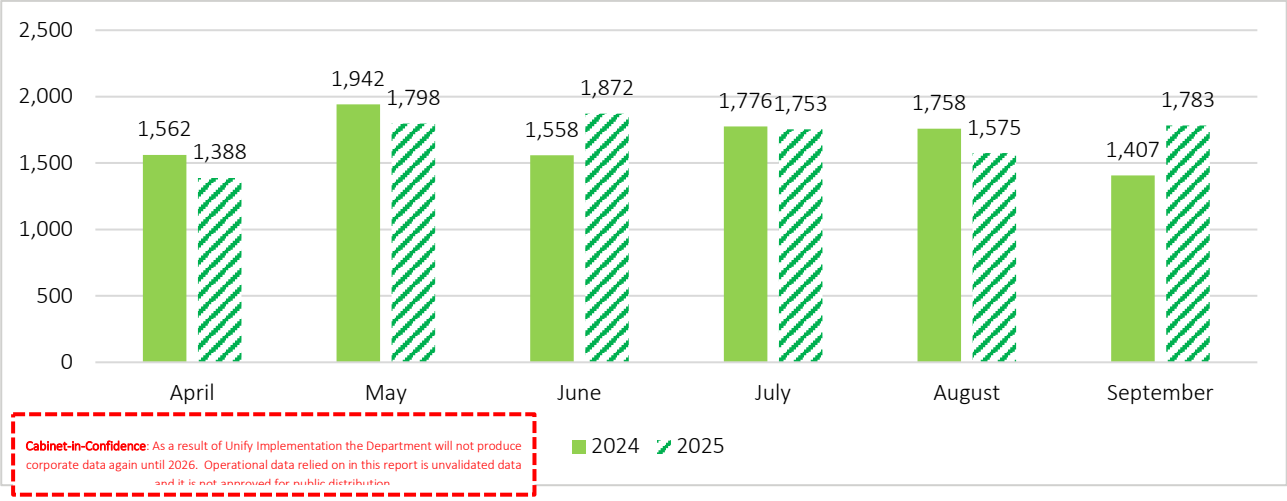


Chart 15. Incoming assessment events by month, April-September 2024 and 2025. *Source: Deloitte Access Economics analysis based on AD12.1 and AD12.4 documents.*

Assessment closures were available for the July – September 2024 and 2025 periods.[78] Chart 16 demonstrates trends in how assessment closure volumes have changed over time. July and August saw declines of 19% and 21% in monthly closures, respectively, while September closures rose by almost 6%. This equates to a 12% decline in July-September 2025 closures when compared to the same period in 2024. RIS managers highlighted a number of external influencing factors which impact assessment closure trends such as the complexity of individual cases which increases the time taken to complete assessments.[76]

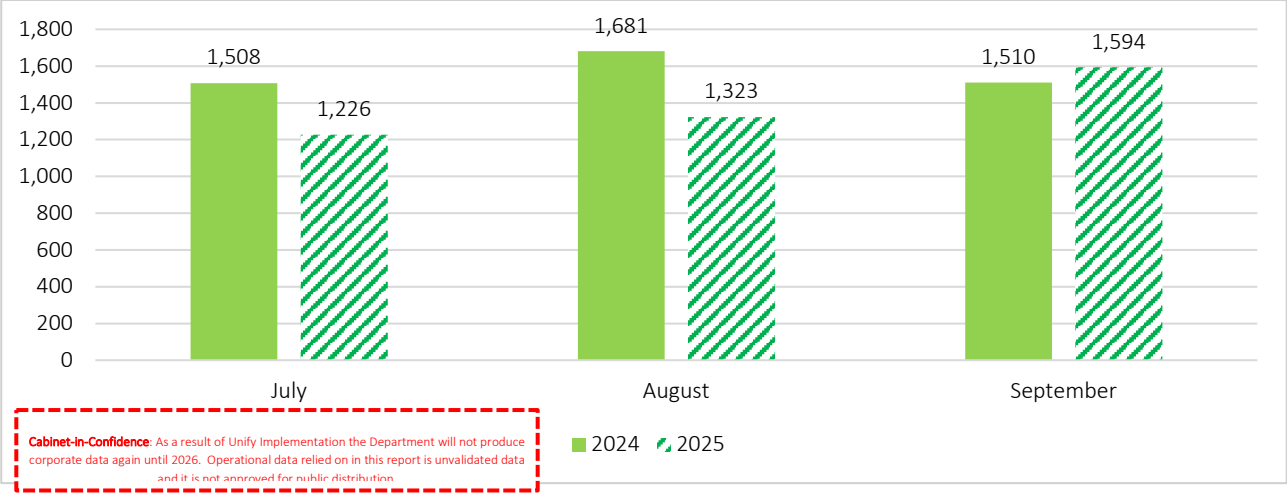
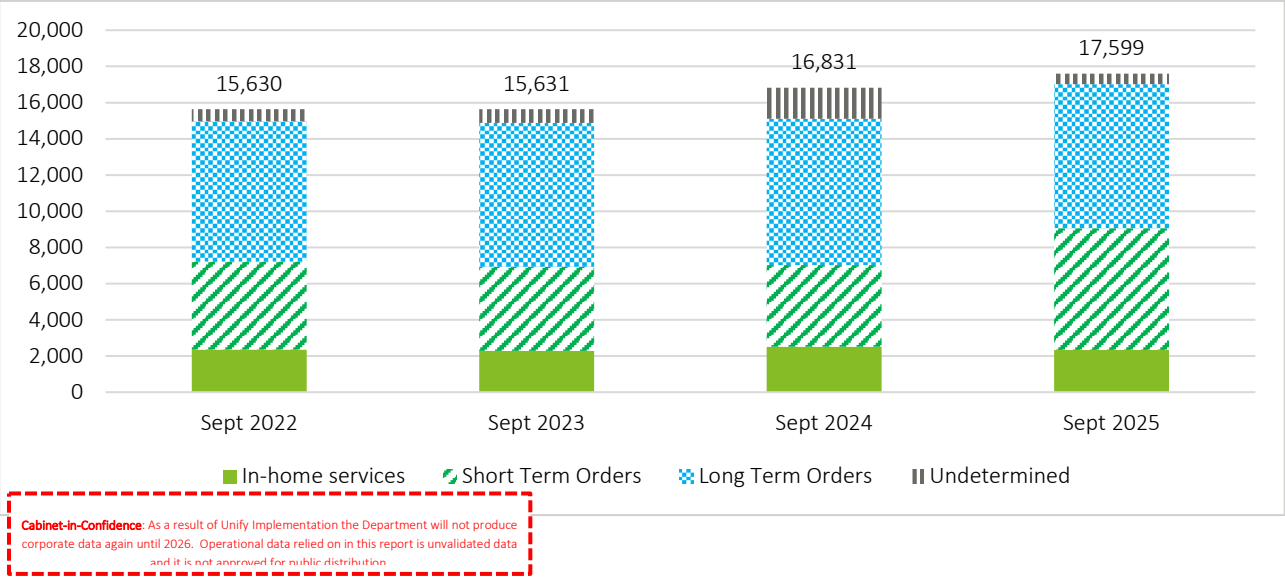


Chart 16. Assessment closures by month, July-September 2024 and 2025. *Source: Deloitte Access Economics analysis based on AD12.1 and AD12.4 documents.*

In relation to intervention, the total number of Ongoing Intervention cases were made available for September 2022-2025.[79] As shown in Chart 17, there was a 5% increase in Ongoing Intervention cases in September 2025 relative to September 2024. However, this increase was consistent with the overall trend of modest increases in intake levels. RIS managers noted that activity levels were relatively stable in the past year and any changes were likely to be driven by external factors outside of Unify such as rising case volumes.[80]



Cabinet-in-Confidence: As a result of Unify Implementation the Department will not produce corporate data again until 2026. Operational data relied on in this report is unvalidated data and it is not approved for public distribution.

Chart 17. Total Ongoing Intervention cases by type of order, 2022-2025. *Source: Deloitte Access Economics analysis based on AD12.3 and AD12.5 documents.*

6.2.1.3. Child safety Court

Data was made available or the monthly TAO, CAO and TCO applications for September 2023-2025. There was an observed increase in TAO, CAO and TCO in September 2025 relative to the corresponding month in 2024.[71] However, this appears consistent with observed increases when comparing 2024 and 2023 data. While there was variation in the magnitude of the increase, there was insufficient data to make conclusive observations regarding potential drivers. Insights from stakeholder consultations suggest that growth in applications may be a function of greater delays at the intake process leading to escalation and greater reliance on court interventions.[81]

The number of applications filed for TAO, CAO and TCO, between 2023-2025 is provided below:

g) Type of order	•	September 2023	•	September 2024	•	September 2025	•	% change 23-24	•	% change 24-25
TAO	h)	102	i)	128	j)	156	k)	25%	l)	22%
CAO	m)	118	n)	134	o)	167	p)	14%	q)	25%
TCO	r)	89	s)	152	t)	171	u)	71%	v)	13%

Source: Data provided by the Office of the Child and Family Official Solicitor. Note: The data provided in this table is operational data and has not been through rigorous data cleansing processes and is also subject to system and reporting issues within Unify, and as such there is a margin of error to be considered.

6.2.1.4. Multi-agency SCAN

Annual referral data for the SCAN team was made available from 2015-2025[70], capturing referrals under the previous system and Unify-SCAN products as denoted in Chart 18. The data suggests that referrals have remained consistent since 2017, peaking at 2,704 referrals in 2018 with a low of 2,277

referrals in 2021. Notably 2025 referral data includes referrals up to 30 October 2025. Thus, the actual number of referrals would likely exceed the current year-to-date figure of 2,182.[d]

Department staff members stated that SCAN Referral trends are driven by exogenous factors such as the number of cases meeting eligibility for SCAN Referral, frequency of information sharing among linked agencies and SCAN team capacity changes.[82]

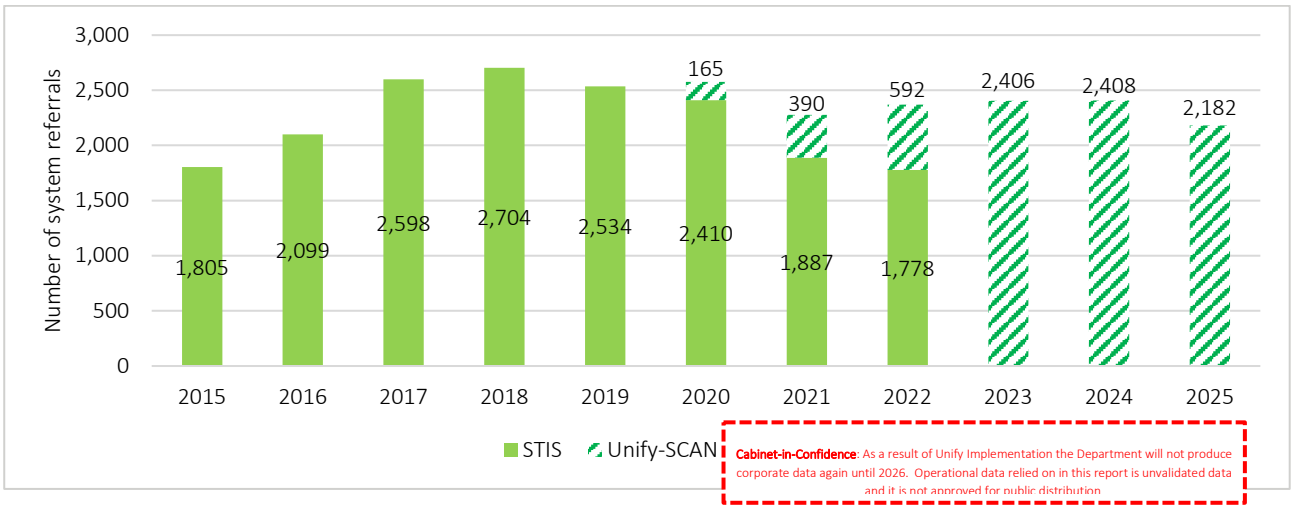


Chart 18. Number of annual SCAN Team system referrals, 2015-2025. *Source: Deloitte Access Economics analysis based on AD11.1 document.*
Note: 2025 annual data was available for 1 January – 30 October 2025.

Root Cause: Modest increases in services demand have contributed to an observed increase in the number of incoming intakes. This has flow on impacts in the level of assessment, care arrangements and legal applications. Data definition changes have also inflated output figures.

Implication: Increases in demand may place additional pressure on staff. Stable output levels imply that productivity has been unaffected by the transition to Unify. This is however not accurate as qualitative insights indicate productivity declines across functions.

Finding P2: The rate of incoming cases is exceeding the rate in which intakes are being closed. This was mainly attributed by staff to Unify system inefficiencies. This may also be a function of available workforce capacity, as there was no observed increase in total FTEs in the past year (as of June 2025) despite an increase in service demand.

6.2.1.5. Intake Closure Rate

An assessment of the overall flow of demand into and out of intake services can be made by comparing the total incoming demand with total closures each month. This yields insight on the ability for intake services to handle incoming demand. Chart 19 presents the change in the intake closure rate.[e] Across the July-September 2024 period, intake services were able to close an average of 105% of incoming

[d] Assuming the observed rate of referrals remains consistent for November and December 2025

[e] Where the closure rate is calculated by dividing the total incoming cases by the total closed cases in a given period, expressed as a percentage.

cases. This implies that intake services were closing more cases than new incoming cases, effectively reducing the backlog of in-progress cases (see *Assess changes to staff productivity and workflow efficiency* for more discussion on the backlog of in-progress cases). Comparatively, intake services were only able to close an average of 96% of incoming cases in July-September 2025, suggesting that intake services were less able to keep up with incoming demand in 2025.

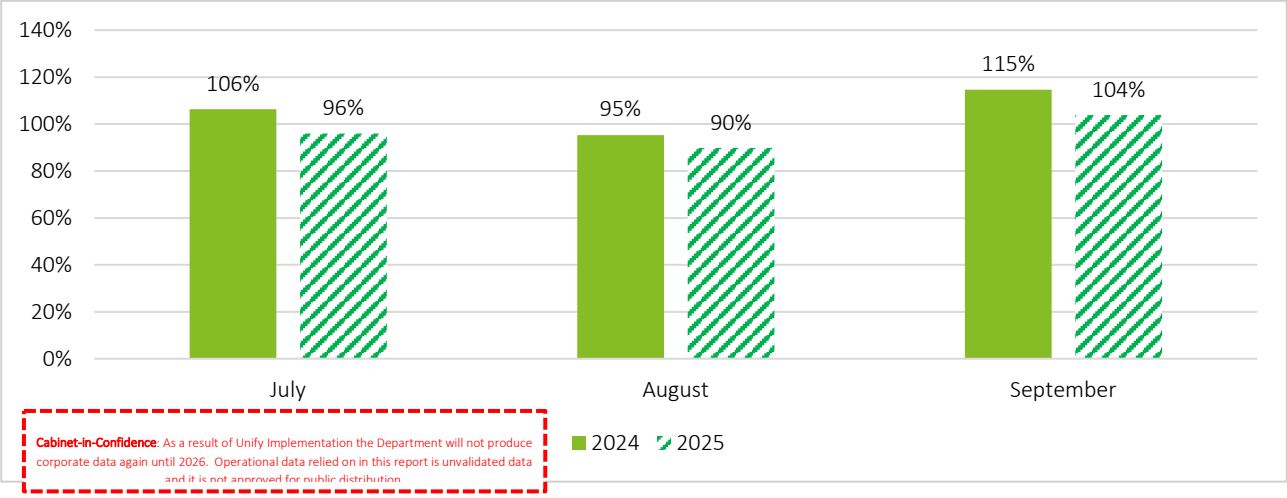


Chart 19. Intake closure rate July – September 2024 and *2025. Source: Deloitte Access Economics based on documents* AD12.2 and AD12.4.

Another way to isolate specific productivity changes in intake services was to compare the total number of closures per available FTE. It was noted that the average cases closed per FTE were available for 2024.[83] At a statewide level the average number of total cases closed per FTE was 65 per month across June-August 2024. No FTE throughput data were made available for 2025 due to a lack of reliability in available data.[84] Available FTE data suggests that there was no significant change in observed Child Safety Officer[f] FTE between these two periods, with a sum of 1,196 FTE in June 2024 and a total of 1,194 FTE in June 2025. The Department noted that considerable additional FTEs have been approved and are being rolled out across the department (incl. in the regions) in the current financial year. There were however additional FTE diverted from Statewide Operations throughout October and November to assist RIS with progressing in progress intakes. This was up to 9 FTE across October-November 2025, during which, the team finalised 3,104 intakes.[85] While this temporary measure may result in the closure rate increasing over the October-November 2025 period, it indicates that services were under increased pressure which cannot be resolved with existing staffing resources. Data was not available to determine the closure rate over the October-November 2025 period.

6.2.1.6. Assessment Closure Rate

The decline in closures paired with relatively stable demand highlights that the overall assessment closure rate has declined. The change in the closure rate is presented below in Chart 20. The assessment closure rate fell from an average of 95% across July-September 2024, to 81% for the corresponding period in 2025. The decline in closure rates may also be an indication that services have

[f] Data were filtered to include 'child safety officer', 'Child safety officer – AHS', 'Child safety officer – hospital liason', 'child safety officer – specialist health liason'.

less ability to meet demand. However, other factors – such as the complexity of cases – can also contribute to changes in closure rates.

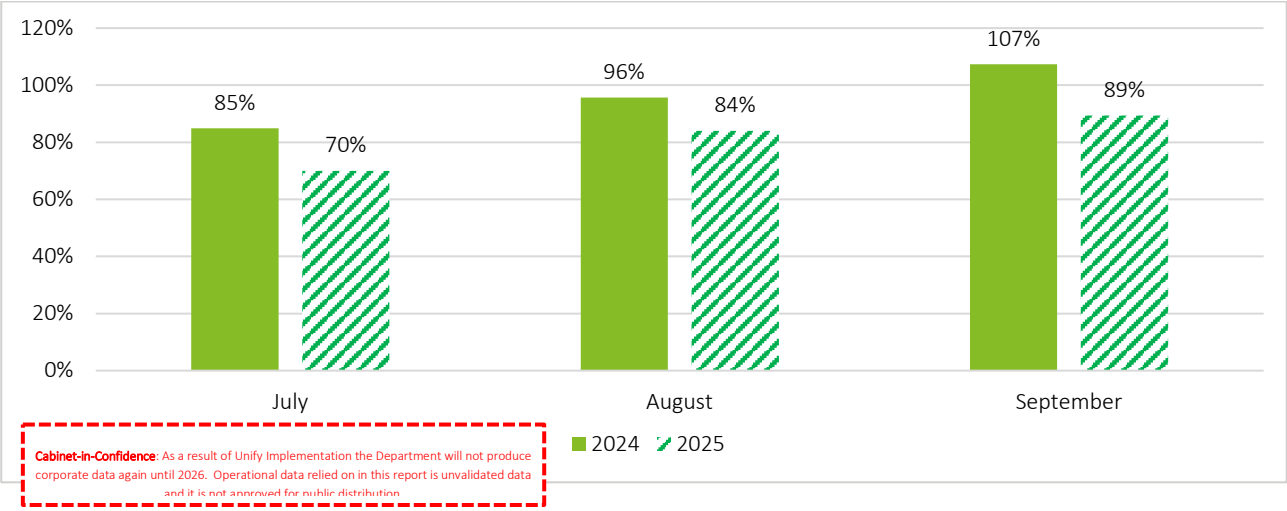


Chart 20. Assessment closure rate July – September 2024 and 2025. Source: Deloitte Access Economics analysis based on AD12.1 and AD12.4 documents.

Root Cause: Increases in services demand without corresponding changes to available FTE (as of June 2025) place increased pressure on service centres, contributing to a drop in the closure rate for intake and assessment.

Implication: Declining closure rates will result in increasing backlogs over time if not adequately addressed.

6.2.2 Assess changes to staff productivity and workflow efficiency

Finding P3: Staff have reported that their personal productivity levels have declined. Staff reported that tasks required additional effort on Unify compared to ICMS. This was attributed to reduced process efficiency and increased administrative burden of the Unify system, impacting operational performance.[72] The largest adverse productivity impacts were indicated for intake, assessment and child safety court processes.

Across all stages except multi-agency SCAN, Department staff members [redacted] that were consulted as part of this review stated that it took substantially longer to complete tasks on the Unify system compared to the previous system. Unify functionality gaps were highlighted as a key contributing factor.[72,76,82] Specifically, the introduction of workarounds (e.g., manual checks) to address identified deficiencies in the quality of output, system speed issues and duplicative processes have collectively contributed to reduced staff productivity.[72,76,82] Manual review was considered necessary to mitigate the risk of missing information in forms or referrals and privacy breaches (e.g., during instances of incorrect child being added to forms).[72,76,82] This has impacted staff productivity in terms of the quantity of output delivered in a working day.[72,76,82] Persistent Unify inefficiencies and manual workarounds have resulted in higher workload and lower staff morale.[80] The remaining sub-sections provide more detailed examples on how staff productivity is adversely impacted across most stages (intake, assessment, child safety arrangement, child safety court, multi-agency).

6.2.2.1. Intake

Evidence from stakeholder consultations suggests that child safety officers (CSOs) were taking substantially longer to complete intake work than expected after the system change, reducing throughput and increasing backlog.[77,80]

Feedback from the [redacted] RIS indicated average intake closures per FTE have declined from 62 to roughly 40–50[g], a decline that directly reduces case turnover and increases case-age exposure.[80] While other regions were unable to provide estimates for the decline in FTE closure throughput, all RIS Managers who were consulted agreed that the overall efficiency had declined since the transition to Unify.[80]

RIS Managers reported redeployment of central CSO support to help reduce the backlog of in-progress intakes, which masked the true extent of productivity losses.[80] One of the main drivers of inefficiency identified by RIS Managers was the escalation and rework caused by constrained approval pathways.[80] In Unify, team leaders and managers cannot make minor edits prior to approving intake closures.[77] Instead, pending closures must be sent back to CSOs to make necessary edits prior to re-submission for Team Lead / Manager approval.[77] The impact of this 'back and forth' was that in order to manage the rest of their workload, CSOs often deprioritise making these minor corrections, and extend approval timeframes.[77] This has contributed to a growing backlog of in-progress intakes that have been open for 30+ days (see Chart 22 for further detail) and has reduced the effective capacity of each FTE.

Stakeholder feedback indicated that data quality at intake was frequently incomplete because of poor Unify system layout and navigation.[82] This has required greater levels of downstream correction by Senior Team Leaders or Central Processing Team members. The additional time spent to locate information and address missing notifier/harm details diverts skilled staff from assessment and decision tasks, fragments workflow, increases total processing time per matter and elevates the risk of inconsistent case records.[82]

Stakeholders also highlighted that Unify system navigation and practice pathways have not been designed in a way that supports the volume and time pressure associated intake workflows, producing excessive clicks, non-linear workflows and frequent screen transitions.[77] Staff reported increased cognitive load, administrative load, higher error rates and ad-hoc workarounds that were hard to standardise across teams, driving variability in performance.[76,77]

> *"In ICMS it was pretty predictable… It might take you 10 clicks to move through [to create a case plan]… whereas now [it] might be 17 clicks or twenty-five clicks and I think that is slowing efficiency and productivity down immensely… sometimes you enter in one part of Unify and you go out another… it's not always linear and it doesn't always make sense… there's so many Pathways to get to the end and people get good at just clicking things to get to where they need to go."* – [redacted] *Child Service Centre Manager*[77]

[g] As discussed in Finding P2. throughput data per FTE was not available under the Unify system. These estimates are indicative and should be interpreted with caution.

An implicit measurement of staff workflow and efficiency was changes to workforce retention rates. For example, low workforce retention may be an indication of low workforce satisfaction. Overall, there was no observed difference in the retention rates across regions between September 2024 and September 2025.[h] Retention rates in September 2025 ranged from 82% - 92% across regions compared to 78% - 91% in September 2024.[86] This data however contrasts with qualitative observations of increased workforce turnover in one particular region. One region observed an unusual rise in departures and attributed this change in part to dissatisfaction with the new system.[80] It was unclear how prevalent this observation was across other regions.

6.2.2.2. Assessment

The transition to Unify has similarly contributed to an increase in the required time to complete assessments. Staff members attributed slower processing, higher error rates and greater reliance on workarounds during the process of completing assessments.[72] Output levels have been maintained through unrecorded worker overtime, deprioritisation of non-critical tasks such as standard assessment responses and reduced effort on managerial activities.[72]

Service centre staff reported that safety assessments that were once straightforward in ICMS have become a "three-layered" process in Unify, where minor errors can block saving or submission entirely.[72] Poor navigation further hinders staff ability to find relevant information quickly, and system errors have at times caused incorrect data to display on child profiles, compounding delays and increasing rework.[72] A stakeholder highlighted recurring 'background glitches' where safety status was displayed incorrectly (e.g., marked unsafe when safe), creating rework and delays.[72]

To address system navigation and data reliability issues, some regional team leaders and CSOs were resorting to cross-checking ICMS to validate information in Unify.[77] These issues lengthen completion timeframes and contribute to deprioritisation of standard response assessments. This was reflected in operational data with an 18% increase of in-progress assessment events between September 2024 and September 2025 (see Chart 23). However, stakeholders cautioned that these figures understate the real productivity impact.[77] They pointed to statewide practice reforms intended to boost assessment closures by enabling large volumes of cases to be finalised without full assessment or with minimal direct contact.[77] In theory, this should have supported more effective backlog management, but available evidence suggests it has not delivered the intended results.

The increase in time requirements to complete assessments was driven by several factors:

- **Worker experience**: Feedback from a Service Centre representative attributed relatively stable throughput to the experience of its staff, noting that less experienced teams would find it more challenging to complete assessments on the Unify system compared to the previous system.[77]

[h] Where September 2024 includes data on separations from 1 October 2023 to 30 September 2024. September 2025 includes data on separations from 1 October 2024 to 30 September 2025. No additional data were available to isolate separations occurring post the transition to Unify.

- **Redistribution of workload to less experienced RIS centres**: A [redacted] representative reported operational strain as workloads were redistributed across the region to sustain productivity.[77] For example, during high volume periods, immediate safety assessment workloads may be redirected to Service Centre hubs with capacity.[77] These hubs were less familiar with completing immediate safety assessments as business-as-usual tasks, which may result in a higher volume of basic user errors throughout the process.[77]
- **Sudden increase in assessment volumes to clear backlog**: The [redacted] reported experiencing sudden increases in assessment volumes within a short period which then needs to be absorbed in terms of triaging and risk management.[77] It was reported to be more challenging to manage the sudden surge in assessment volumes in Unify as the system was perceived to be more complex and less intuitive.[77] In many cases, an "all hands on deck" approach has been adopted in order to manage assessment backlogs, diverting staff from core duties, forcing rapid triage of surging caseloads, and prioritising urgent matters at the expense of other work.[77] As a result, stakeholder feedback raised concerns regarding the risks of reunification cases receiving less attention, which in turn may result in children remaining in the system for a longer period than required.[77]

Despite the increase in time requirements to complete assessments, preliminary analysis suggests that there has been no change in the proportion of assessments 'commenced within timeframe' since the transition to Unify.[87] From July – September 2024, ICMS data showed that on average 7.7% of assessments were commenced within timeframe, 15.6% were commenced but not within timeframes, 19.3% were not commenced (event less than 30 days old) and 57.4% were not commenced (event more than 30 days old).[78]

While comparable data was not currently available in Unify, the Operational Performance team conducted qualitative and administrative analysis to approximate 'commenced within timeframe' performance in Unify. Corporate data counting rules from ICMS were applied to the proportion of matters 'commenced within timeframe'. This indicative analysis found no reduction in actual performance since the move to Unify. It was noted that this finding should be treated with caution because it was based on uncleansed, point-in-time operational data.[87]

While some of the abovementioned factors (e.g., worker experience, capability of RIS centres) are external to the Unify system, stakeholders affirmed that the transition to a less user friendly and less intuitive system has exacerbated assessment completion timeframes.[77]

6.2.2.3. Care Arrangements

CSOs reported that assessments of placement capacity and availability now take up to twice as long, primarily due to the need to undertake manual processes in response to increased observations of Unify data inaccuracies.[88] Stakeholders indicated that confidence in Unify's reporting remains low, prompting staff to duplicate effort by making extra calls and emails to access tracking information, and manually entering these details into Excel spreadsheets created internally.[88] This not only increases administrative burden but also heightens the risk of errors or delays in tasks like care payments.[88] On

care payments, stakeholder feedback highlighted increased risk of payment errors on Unify compared to the previous system (ICMS) due to more limited visibility of payment information on the Unify system[88].

Within the regulation of care space, staff members stated that the transition to the Unify system has increased inefficiencies in monitoring application status.[88] The combination of reduced data reliability and diminished reporting capabilities within the Unify system has increased the time required to monitor applications.[88] Users have introduced manual workarounds such as following up three months after submitting an application to ensure updates were not missed and maintaining spreadsheets to track work as a manual fallback.[88] These manual processes were said to have increased the risk of losing information on placement confirmations due to system users saving records in multiple locations. The preparation of Care Arrangement reports has also become more time-consuming as the system does not provide an efficient way to edit or correct inaccurate entries such as when short-term care is mistakenly recorded as primary care.[88]

Stakeholders estimated that functionality gaps under Unify contributes to up to five hours of lost productivity per week for Care Arrangement staff.[88] Added to this were the demands of coaching and supporting other system users, particularly in Service Centres.[88] Stakeholders from [redacted] regions separately recalled incidents where migrated data was substantially flawed, requiring up to four full-time staff and three days of work to resolve.[88] These stakeholders indicated that these were not isolated incidents.[88]

6.2.2.4. Child safety Court

The transition to Unify has materially reduced workforce productivity in the child safety court stage. As a result, urgent work (i.e., court application submission) was being maintained due to staff working overtime. However, the prioritisation of urgent tasks meant that non-urgent tasks were deprioritised. Staff members attribute decreased workforce productivity to poor Unify system layout and navigation, slower document uploads, and newly introduced practice changes.

[redacted] stakeholders reported that on average, it took double the amount of time to complete tasks in Unify compared to ICMS.[81] They reported the following average per-task productivity impacts relative to ICMS:

- **Time taken to complete tasks in relation to emergent orders has increased from around 3 minutes to 30-40 minutes per task**. This was driven by the absence of a copy function for duplicate information for families with multiple children.[81]
- **Time taken for Legal Officers to draft applications to the Court has doubled broadly.** Specific time taken varies based on family size.[81] This was driven by Legal Officers needing to source or verify data from CSOs as a manual workaround for Unify; information within the system was often incorrect or saved in the wrong location by CSOs at intake and assessment (e.g., data that took 10 minutes to find in ICMS was taking up to 1 hour in Unify).[81] Ongoing Intervention cases can be particularly complex, where manual workarounds to access up to date data can increase the time requirement by up to two hours.[81] Given the time sensitive

nature of matters, staff often work uncaptured overtime to meet deadlines.[81] Manual workarounds such as searching for data in ICMS or directly contacting CSOs to collect data, were required to get applications across the line.[81]

- **Time taken to prepare Director of Child Protection Litigation (DCPL) referrals has increased an average of 10-15 minutes to an hour.**[81] Lengthy document upload processes stretch tasks that previously took 10-15 minutes to roughly one hour.[81] Furthermore, multi-tab instability (i.e., used when reviewing multiple child profiles at once) can crash the system – which has further slowed the pace of work.[81]
- **Time taken to extract information for Temporary Assessment Orders, Court Assessment Orders and affidavits has grown from about 30 seconds to 3-4 minutes.**[81] Historically, legal officers would delegate this work to litigation support officers, but concerns over matter ownership in Unify mean legal officers were reluctant to hand matters over, fearing they will lose the ability to finalise them later, reducing the ability to delegate and increasing administrative burden.[81]

The cumulative effect was measurable deterioration in timeliness and capacity. Task time inflations compound across caseloads and materially reduce daily throughput. Stakeholders reported an increase in the number of late affidavits related to the first mention of child protection matters in the children's court.

> *My deadlines are blown out in ways that they didn't before as well... Legally, after the first mention of child protection matters, under the children's court rules, we're meant to have a finalised affidavit prepared [and submitted] into the court within 10 days. In six years of doing this job, we've never missed that deadline... Would say out of the last eight or so affidavits that we've prepared, six or seven of them were late to that same deadline, but still after first mention, which is the date we try to hold ourselves to. Usually in the past we might have only been late with 20 to 30% of them... Essentially all of affidavits are landing about a little over a week after first mention. –* *Legal Officer*[81]

Time losses, reduced delegation, increased overtime and the need for ad hoc support all mask the true FTE impact and create downstream risks, including delayed filings and diminished quality of court materials.[81]

6.2.2.5. Multi-agency SCAN

There was limited impact on the multi-agency SCAN function on staff productivity and workflow efficiency. The team transitioned to Unify in 2020. Several identified functionality issues of the current version were progressively addressed over time. Staff members identified some examples of inefficiencies (e.g., inability to access SCAN forms on Unify) but they were able to identify manual workarounds to access information before multi-agency meetings.[82]

Root Cause: Key functionality gaps driving longer task times include undelivered reporting across processes, incomplete migration of ICMS data (notably child and family histories), and missing Person Search and Person 360 features.[82] Poor system layout that does not reflect core workflows has caused

duplicated effort, skipped steps, data saved in incorrect locations and incomplete task closures. Stakeholders also reported inadequate user training before the transition, exacerbating these operational impacts.[82]

Implication: Staff members have introduced manual workarounds to address inefficiencies and mitigate risk of inaccuracies in output deliverables.[82] This has impacted their productivity in terms of the quantity of output delivered in a working day. Persistent inefficiencies and manual workarounds also contribute to increased workload pressure and may adversely impact staff morale.

Finding P4: Staff members have also reported increased instances of data inaccuracies since Unify was introduced. Staff members also stated that they require additional time spent on addressing data quality issues whilst performing tasks. This has impacted the timeliness of court activities and delays in care arrangements being put in place. There is also increased risks to service quality of providing inaccurate information to other agencies or making key decisions in the absence of all information.[81,88]

6.2.2.6. Assessment

CSOs indicated that in some cases, assessments were required to be completed with incomplete information as not all case study files have successfully migrated from ICMS to the Unify system.[72] Some [redacted] have started checking ICMS to validate the accuracy of information presented in Unify.[72] This approach carries risks as it relies on the diligence of the staff to do the checks and the quality of up to date information available in ICMS. However, this broadly aligns with state-level strategies to close large volumes of cases without full assessment or with reduced direct contact.

6.2.2.7. Care Arrangements

Team Leaders reported challenges with the closure of Care Arrangements.[88] Practice changes require users to fully deactivate and recreate cases if information was entered incorrectly, causing closures to take twice as long or, in some instances, not to be completed at all.[88] This has led to a considerable backlog of cases awaiting formal closure – which obscures accurate views on placement capacity and availability, and makes it difficult to make good operational decisions.[88] A [redacted] stakeholder reported frequent cases where children had exited the system months earlier, yet their records remained open.[88] Complex forms and poor page layout made it unclear whether a closure had been submitted or whether the status had updated correctly.[88] This results in unreliable child-status data, increasing risks to case outcomes and weakening operational oversight.

6.2.2.8. Child safety Court

Legal officers reported increased instances of inaccuracies across output due to the Unify system's shortcomings.[81] These include:

- Incorrect child being added to referrals due to limited visibility of the child's date of birth, inaccurate person profile data which impact quality of referral documentation and incomplete information due to users not completing all manual fields.[81] This exposes the Department to risk and / or incorrect information being provided to the DCPL (privacy breaches and reputational damage).[81]

- Unify does not enable multiple orders to be recorded to a child, and as such, potentially misrepresenting the child's current legal status.[81] This results in a high risk of expiring orders being missed.[81]

While legal officers were dedicating additional time to address these inaccuracies, they acknowledged the risk that some errors may go undetected during quality assurance processes due to the high volume of outputs required within tight timeframes.[81]

Root cause: Key functionality gaps driving increased data inaccuracies in Unify include incomplete migration of ICMS data (notably child and family histories), and system glitches misrepresenting child status information.

Implication: Staff members do not have full confidence in the information that was represented in Unify and have introduced manual workarounds such as referring back to ICMS as a source of truth, manually tracking information in spreadsheets, and duplicating efforts to ensure the accuracy of data on the Unify system.

6.2.3 Identification of bottlenecks and inefficiencies resulting from the transition to Unify

Finding P5: Unify reports indicate the backlog has grown in the following service delivery areas: in-progress intakes, assessments and care arrangements. Staff attributed this to stage-specific bottlenecks, with increased likelihood of missed deadlines and service delivery delays.

6.2.3.1. Intake

Monthly in-progress intake data were available for June 2024-September 2025.[84] Chart 21 shows the volume of intake cases across this period. Across June 2024-March 2025 (i.e., prior to Unify) the average number of in-progress cases was 1,453. Since the transition to Unify, the monthly average in-progress cases between April-September 2025 increased to 4,244, which represents a 192% increase. It is noted that this increase is partially attributable to data definition changes related to the inclusion of related intake cases (which were not previously accounted for under ICMS).[i] Qualitative information provided by RIS managers indicates that while the numbers of in progress intakes pre-Unify were variable, these

> *The initial impact of lost productivity moving between email queue and Genesys calls, the slowness of system, freezing, multiple clicks and tabs to complete tasks affected all RIS; but the 3 largest RIS, BMB, SCC and SE have been the most deeply impacted. This, combined with the reported psycho-social impacts of the unexpected, protracted cycle of "fixes and regressions" has impacted individual productivity and morale in the large RIS. – Manager,* [redacted]

[i] Data were not available to adjust for related intake cases over the entire April-September 2025 period, though analysis of data available over the July-September 2025 period indicate that related intakes account for approximately 25% of all cases. Applying this proportion over the full April-September 2025 period would still see an increase in the average number of monthly in progress cases of approximately 120% when compared to June 2024-March 2025.

cases could be decreased efficiently when working with the ICMS system.[80] Since the transition to Unify, the ability to clear these cases efficiently has diminished – leading to an increase to the backlog. Staff members mainly attribute these changes to Unify system inefficiencies.[80]

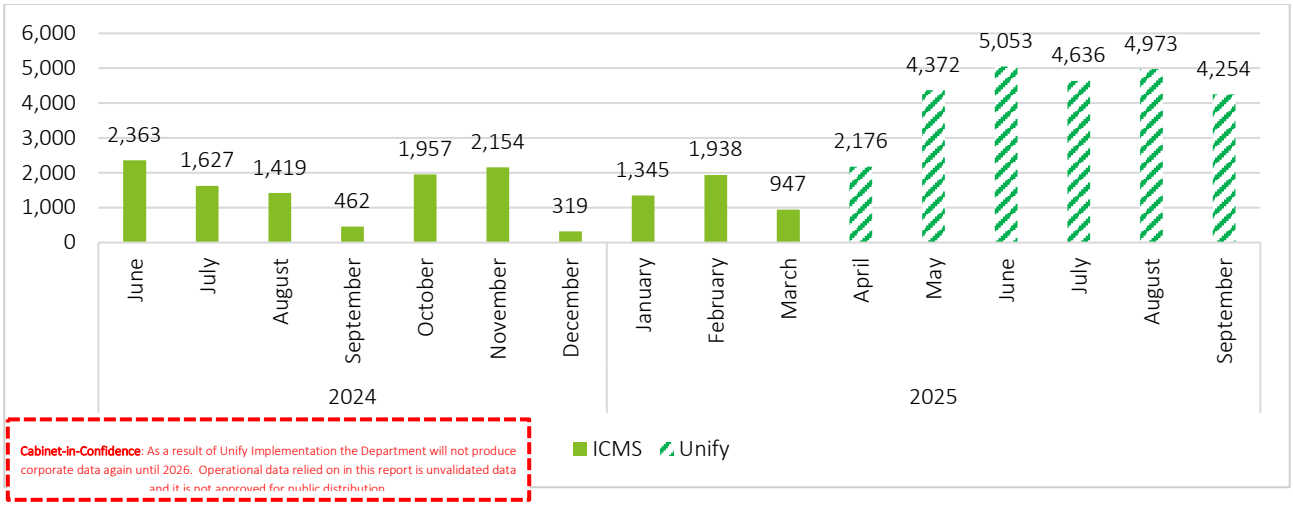


Chart 21. Monthly in-progress intakes June 2024 – September 2025. *Source: RIS data provided by email 13 November 2025.* **Chart Note:** Data definition changes between ICMS and Unify data may result in higher intake numbers for the Unify period.

Another important measure of in-progress intakes was the proportion of intakes open for 30 days or longer. As shown in Finding P1, delays to the intake process may result in more serious escalations and interventions at a later point in time. The average proportion of cases open for more than 30 days in ICMS was low at an average of 11% (June 2024-March 2025). Since the transition to Unify, this figure has increased to 26% (April-September 2025). It is noted that this increase is partially attributable to data definition changes related to the inclusion of related intake cases (which were not previously accounted for under ICMS).

Insights from stakeholder consultations revealed that under ICMS staff were able to clear the backlog in cases open for longer than 30+ days efficiently.[80] This was exemplified by the average of just 2.4% of cases open for longer than 30+ days through January-March 2025 where stakeholders indicated there was a concerted effort to clear the existing backlog in preparation for the transition to Unify.

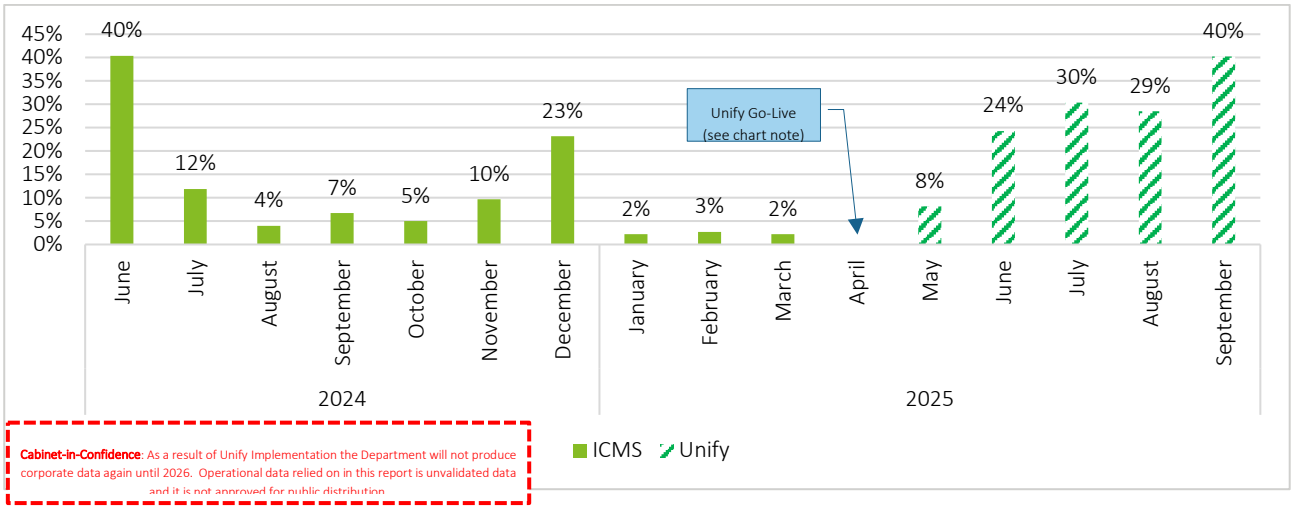


Chart 22. Proportion of in-progress intakes that are open for 30+ days, June 2024- September 2025. Source: RIS data provided by email 13 November 2025. Note: No applicable data were available for April 2025.
Chart Note: The figure for April 2025 is zero as the CSOs worked to clear the open in-progress intakes in preparation for Unify system Go-live in that month. Data definition changes between ICMS and Unify data may result in higher intake numbers for the Unify period.

6.2.3.2. Assessment

The data shows limited evidence to suggest a significant increase in assessment backlogs since the transition to Unify. In-progress assessment volumes reflect incoming events that have not yet closed. Chart 23 shows that in-progress assessments have increased from 5,283 in September 2024 to 6,250 in September 2025. This represents an 18% increase, which aligns with the increase observed in the previous period. As with assessment closures, RIS manager consultations emphasised that case complexity and outcomes largely drive the ability to close events; therefore, any apparent growth in in-progress events may not directly reflect Unify system inefficiencies creating bottlenecks to close cases.[80]

Regional data on in-progress assessments are shown in Chart 24, which depicts fluctuating trends. [redacted] RISs appear to have experienced increased in-progress assessment volumes since the transitioning to Unify, relative to the 2023-2024 period. Chart 24 also includes the metric of days an assessment remains open. The proportion of in-progress assessments open for 30+ days has not increased in 2025, indicating no clear backlog growth in the data.

The backlog trend has remained consistent both before and after Unify, making it unclear how much the system has contributed to its persistence. However, this suggests Unify has not delivered the benefits needed to meaningfully reduce preexisting backlogs, even with parallel initiatives aimed at addressing them. Reported data also does not account for the increased volume of standard responses, which have faster turnaround times.

System-wide impacts include Ongoing Intervention teams being allocated standard assessment responses, diverting staff from core business to manage rising caseloads.[80] A statewide strategy has been implemented to close certain cases without assessment in an effort to reduce in-progress backlogs.[80] According to Department staff members, the increase of backlogs at intake contributed to

observed increases in assessment volumes. These increases contrast with staff observations of generally stable workflow into service centres.[80]

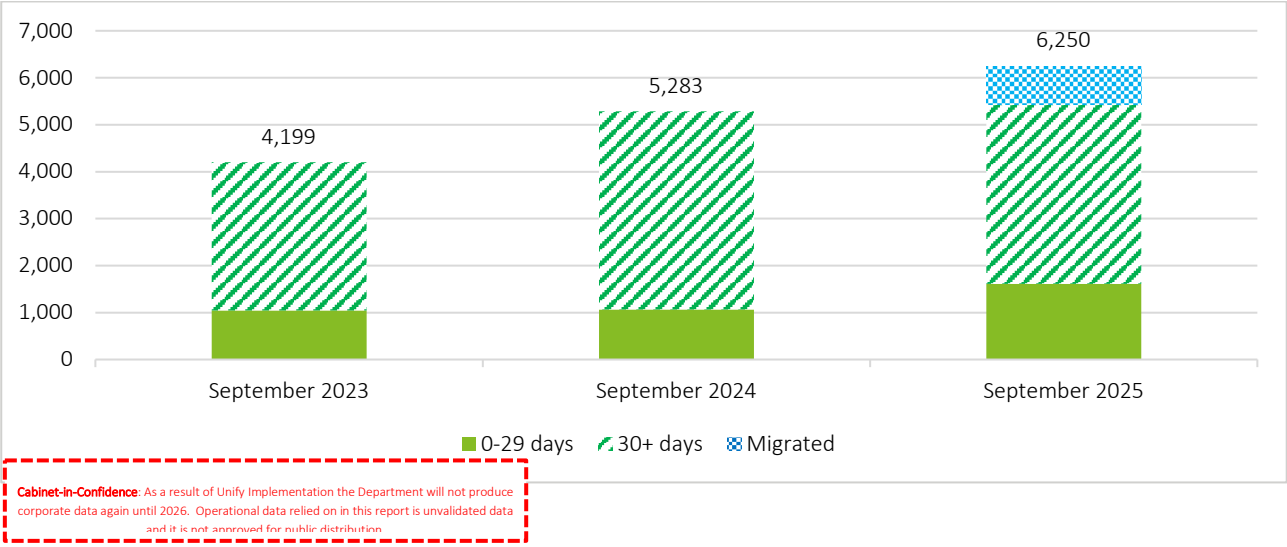


Chart 23. State-wide in-progress assessment events by days open, *September 30 2023-2025. Source: Deloitte analysis based on AD12.4 document.* **Chart Note:** Data definition changes between ICMS and Unify data may result in higher intake numbers for the Unify period.

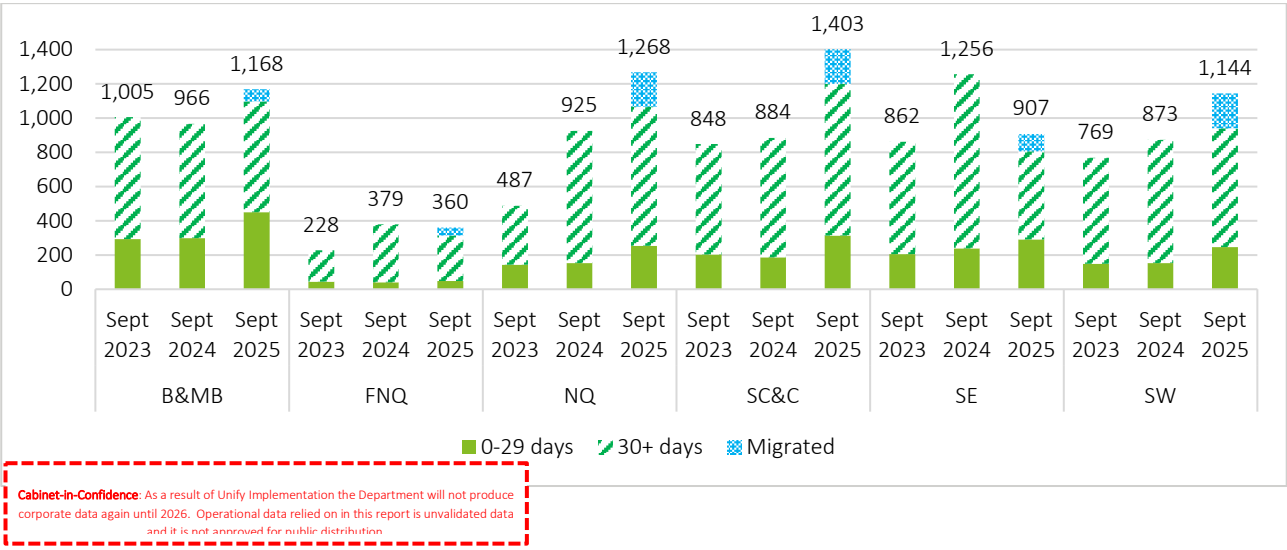


Chart 24. Regional in-progress assessment events by days open, September 30 2023-2025. *Source: Deloitte Access Economics analysis based on AD12.4 document.*
Chart Note: Data definition changes between ICMS and Unify data may result in higher intake numbers for the Unify period.

6.2.3.3. Care Arrangements

Staff members reported a large backlog of Care Arrangements that have not been closed[88]. They attribute this to two reasons – (1) practice changes, which increased the length of forms for First Nations children and (2) Unify functionality gaps – specifically for Care Arrangements, they noted that information was not stored consistently in the same location and the lack of a function to prompt timely actions (e.g., completion of outstanding applications).[88]

6.2.3.4. Other Inefficiencies

Team leaders across intake, assessment, care arrangement, intervention and child safety court functions identified three main areas of inefficiency:

- Reduced reporting functionality has impacted workload visibility and resource allocation activities to address bottlenecks, and track critical time-sensitive tasks, such as expiring court orders and Blue Cards.[89]
- Manual rework was required to address pre-populated field errors. For example, basic child profile data that should automatically populate from intake to assessment documentation was often incorrect, resulting in staff needing to cross check information in ICMS and manually adjust incorrect fields.[89]
- Navigation and page layout issues have created less intuitive and more fragmented workflows, resulting in tasks taking significantly longer to complete.[89] For example, locating a child's most recent protection order requires navigating multiple screens and often returns users to the profile landing page, making the process slow and unreliable.[81]

Root cause: Unify's functionality gaps (Section 4 of the report covers these gaps such as fragmented data entry, complex user interface) has increased administrative burden and slowed throughput.

Implication: The backlog of in-progress intakes, assessments and care arrangement reports has increased since the transition to Unify. There was now an increased likelihood of missed deadlines and service delivery delays. Staff members have observed instances of standard child protection matters evolving into high-risk cases when they remain on the backlog for extended periods, although there was limited data to confirm how often this has occurred in practice.

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Section 7

Way Forward

Overview

This section summarises the business operational impacts, the positive areas and the next steps for the Department to improve the Unify system.

DISCLAIMER

This section is based on the documents provided and interviews conducted (which are listed in the Appendix of this document). It contains the 'Deloitte view' based on the information that has been provided.

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7. Way Forward

This section looks at the summary of business impacts following the go-live of the Unify system, the areas that are positives and recommends the next steps that should be undertaken by the Department to remediate the issues and challenges.

7.1 Next Steps

The following high-level approach is recommended to remediate the issues and challenges faced with the Unify system. The approach is based upon the following rationale:

1. **Immediate to short term**: Establish an effective governance structure that can sponsor and steer changes and investments across Unify, ICMS, iDOCS and other related initiatives to ensure the greatest impact changes are prioritised and delivered.
2. **Short term:** Focus on delivering the known short term / high impact changes to the system. A start, accelerate, modify or stop analysis of any current or short term planned system changes should be undertaken and activities that can be directly linked to an improvement in the safety of children, should be given priority.
3. **Medium to long term:** Assess the medium to long term changes required and arrange this into a formal delivery model with a clear, costed and milestone-based roadmap.

1. Immediate to short term

Reconstitute Unify governance and accountability

While the Unify system continues to operate in a state of change with a large backlog of improvements, governance over the Unify system, ICMS, iDOCS and other relevant initiatives should be reconstituted to improve control and direction for all three key systems. A multi-Department governance forum may be appropriate considering the broader impacts outside of the Department. Important elements of the reconstituted governance should enable:

- **Mobilisation of an Unify Uplift initiative:** to ensure uplift activities are structured effectively under the reconstituted governance model as to provide executive oversight and steering to prioritised system improvements and operations in the short to medium term;
- **Business prioritisation and direction:** To ensure that the business understands and sets the priorities for any changes to Unify. For this governance to be effective, clarity is required on the business improvements needed as well as the proposed Unify changes and their impacts and related effort/expenditure. A business prioritisation framework will help stakeholders align on changes that are critical (e.g. gaps in Unify functionality that was previously available with ICMS);

- **Business Design and Change Management:** To ensure that any future functional changes to the Unify system incorporates the business needs and the 'Voice of the end users', to improve the user experience in terms of: i) UI and functionality to assist users to complete their workflows efficiently, and ii) communications and updated training and support material that enables them to use the Unify system smoothly;
- **Technical design governance:** To ensure that the appropriate technical design and coding practices are being followed when making future changes, as well as reducing the technical debt from past suboptimal technical design and coding practices; and
- **Data governance:** To ensure data quality is improved within Unify, to increase the confidence of the data available in the Unify system and limit users going between multiple systems to verify the validity of the data.

2. **Short term**

Deliver short-term/high impact improvement activities

The Department should immediately review all Unify system changes that are either underway or planned.

- **Immediate:** A rapid analysis of these activities should consider if they should be started, accelerated, reprioritised, modified or stopped to ensure that all Departmental effort and available capacity is focused on having the greatest immediate impact.
- **Immediate / short term:** The Unify team should progress known tactical improvements to reduce the work effort and service delivery time for frontline staff. Examples of such improvements are:
    - **UI improvements**: Using ICMS as a guide, relevant information should be displayed in a meaningful order to minimise user effort and time spent in looking up for information for tasks that they perform frequently;
      As an example, a UI improvement which would benefit users is the ability to find information via an initial list view rather than clicking on each link in the list to find the information required (e.g. finding a person's primary placement, finding the current protection order); and
    - **Support model and Communications:** Extend the Business Readiness Coordinators (BRCs) as they provide an immediate contact point for users to troubleshoot issues in the system and provide additional training for BRCs to assist with more complex troubleshooting issues for staff.

3. **Medium to long term:**

Collate and assess the remaining work and prioritise activities to stabilise business operations

There are multiple perspectives for Unify solution remediations or improvements within the Department. A comprehensive view of the significant work remaining needs to be baselined and

estimated at a high-level, with agreed priorities. The following approach is suggested to prioritise the activities and develop a roadmap for execution.

- **Identify the improvements required across the following priority areas:** User Interface, functionality, system performance, data quality, security and reporting;
- **Prioritise these improvements:** Use criteria such as impacts to child safety, improving staff productivity/satisfaction (e.g. increase in user ratings, if end user survey is repeated), improving efficiency (e.g. reduction in bottlenecks) and lowering risks to service outcomes. Identify the **priority** improvements that will be required to reach what would be considered "stable business operations";
- **Conduct an assessment for a Corporate Reporting interim solution:** Corporate Reporting is the most significant solution scope that remains to be delivered. This is currently being delivered with BAU resourcing. This step is to assess if it is possible to deliver Corporate reports using an interim solution (similar to the Operational reporting solution) for less effort and in a reduced timeframe. The Data Vault based solution can continue to be worked on as the long-term solution;
- **Consult with Youth Justice and broader ecosystem:** Consult with Youth Justice and the broader ecosystem to identify their relative and shared priority improvement requirements. The diagnostic review did not consult with Youth Justice or the broader ecosystem of external partners that use the Unify solution or rely on information contained within it. By consulting with them and capturing their priortities, the prioritised list of improvements for Unify can represent the broader priorities of the child safety ecosystem partners; and
- **Roadmap activities:** Identify the key dates and horizons and by when improvements need to be implemented.

Develop a costed medium-to-long term roadmap for Unify

A costed roadmap is required to assess the investment required to bridge the gap from the current state to stable operations within the medium term.

- Estimate the resourcing and costs required to perform high priority work and develop a high-level roadmap with a time constraint for the 'medium term' (e.g. in the next 9 to 12 months);
- Confirm the delivery and support model for conducting uplift activities in parallel to Unify BAU support and remediations; and
- Identify the funding uplift that is required.

Pages 108 through 112 redacted for the following reasons:
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9. Appendix

9.1 Appendix A: Scope to Findings Reference Table

Scope Item	Exec Summary Finding(s)	Detailed Findings in Review Objectives
1. Functionality Assess the system's core features and capabilities to determine if they align with the organisation's current and future operational requirements.	Finding A, B	Finding F1
Identify any gaps in functionality that hinder performance or service delivery.	Finding B, D, G	Finding F2, F3
Evaluate the integration of Unify with other organisational systems and tools.	Finding E	Finding F4, F5
Assess the system's alignment with user needs and identify end to end pain points on the use of the system.	Finding D, G	Finding F6
Identify any barriers to efficient use, including navigation, responsiveness, and customisation options.	Finding F, G	Finding F7, F8
2. Productivity Analyse the extent by which the gaps in functionality identified during the review were impacting productivity.	Finding L, G, J, K	Finding P1, P2
Assess Unify's impact on staff productivity and workflow efficiency.	Finding M, G, K	Finding P3, P4
Identify business process bottlenecks or inefficiencies caused by the system.	Finding N, G, J, K	Finding P5
Evaluate the system's ability to support collaboration, task management and time-saving processes.	Finding D, G	Finding F6
3. Data Management Review the system's ability to securely store, manage, and retrieve client data.	Finding I	Finding D1, D2, D3, D4, D5, D6, D7
Assess compliance with data privacy and security regulations, including Queensland Government standards and relevant legislation, noting that this	Finding I	Finding D8, D9

Scope Item	Exec Summary Finding(s)	Detailed Findings in Review Objectives
assessment will not constitute a legal compliance review.		
Evaluate data reporting and analytics capabilities to ensure they support decision-making and strategic planning.	Finding G, J, K	Finding R1, R2, R3, R4, R5, R6

9.2 Appendix B: Stakeholder Register

This engagement was informed by over 50 interviews, conducted with over 130 stakeholders across the Department. It should be noted that for multiple stakeholders, their roles have changed multiple times not only during Unify but following. As such, the position listed was the role they used to inform the interview.

#	Stakeholder	Division or Region

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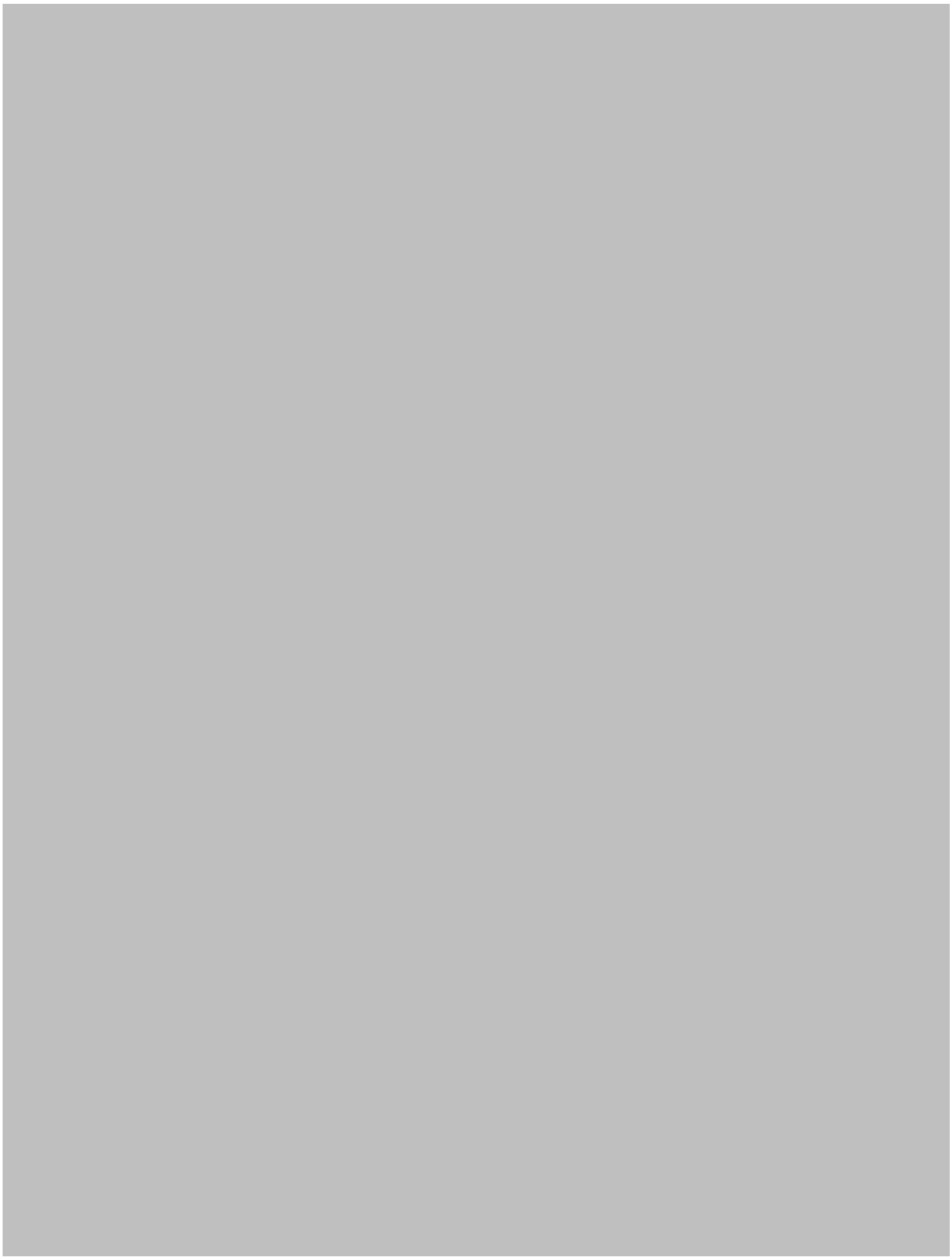
#	Stakeholder	Division or Region



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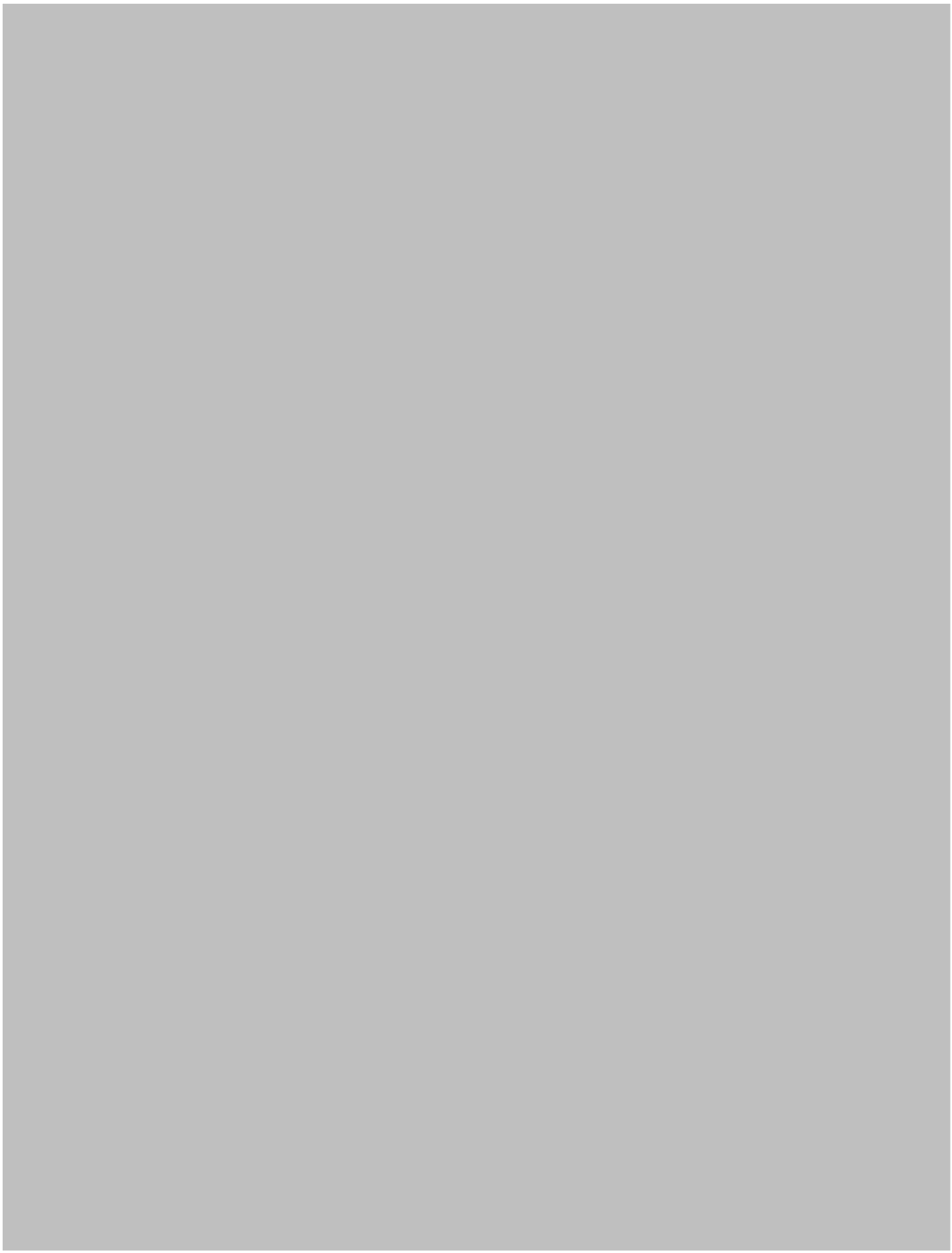
#	Stakeholder	Division or Region



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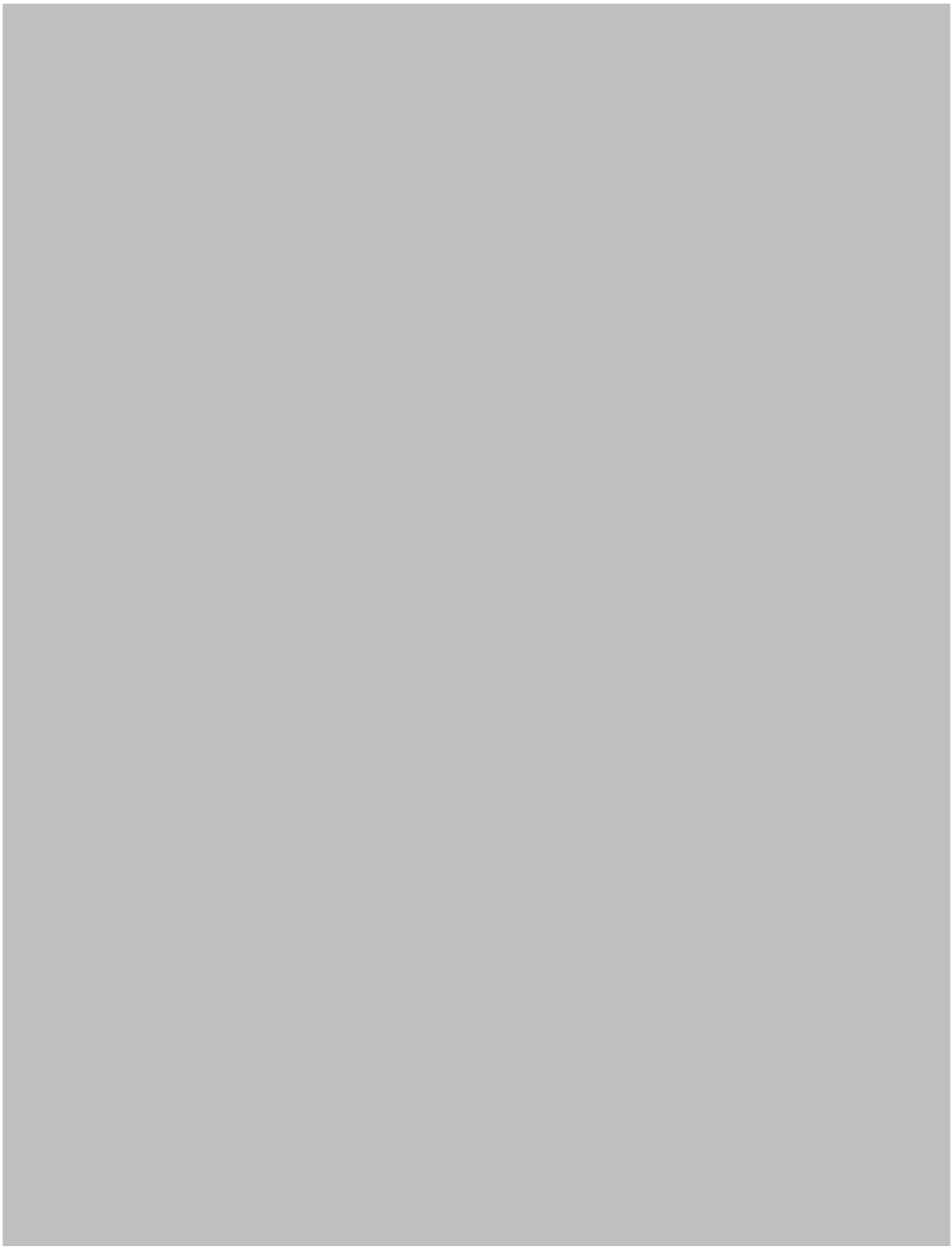
#	Stakeholder	Division or Region



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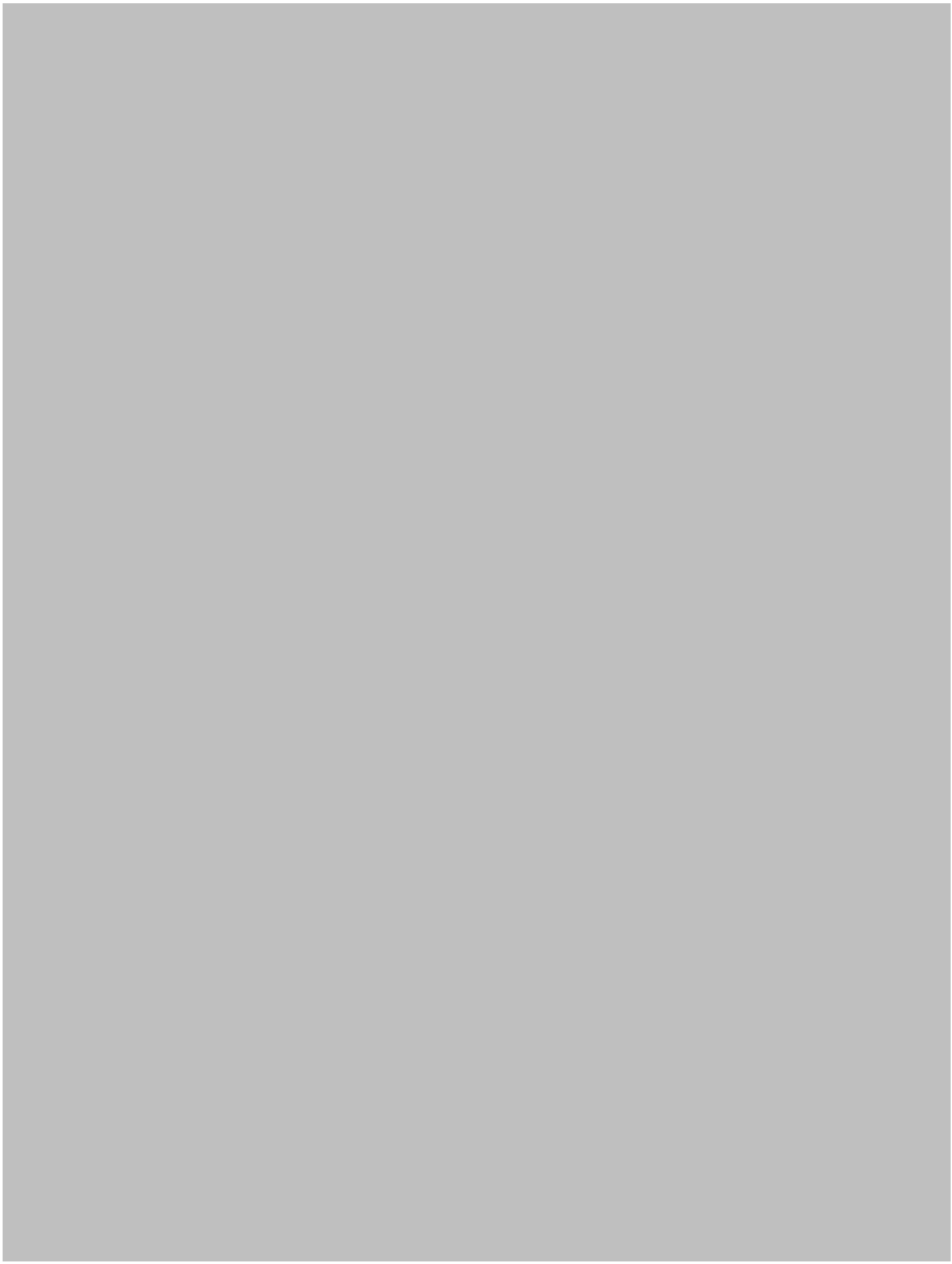
#	Stakeholder	Division or Region



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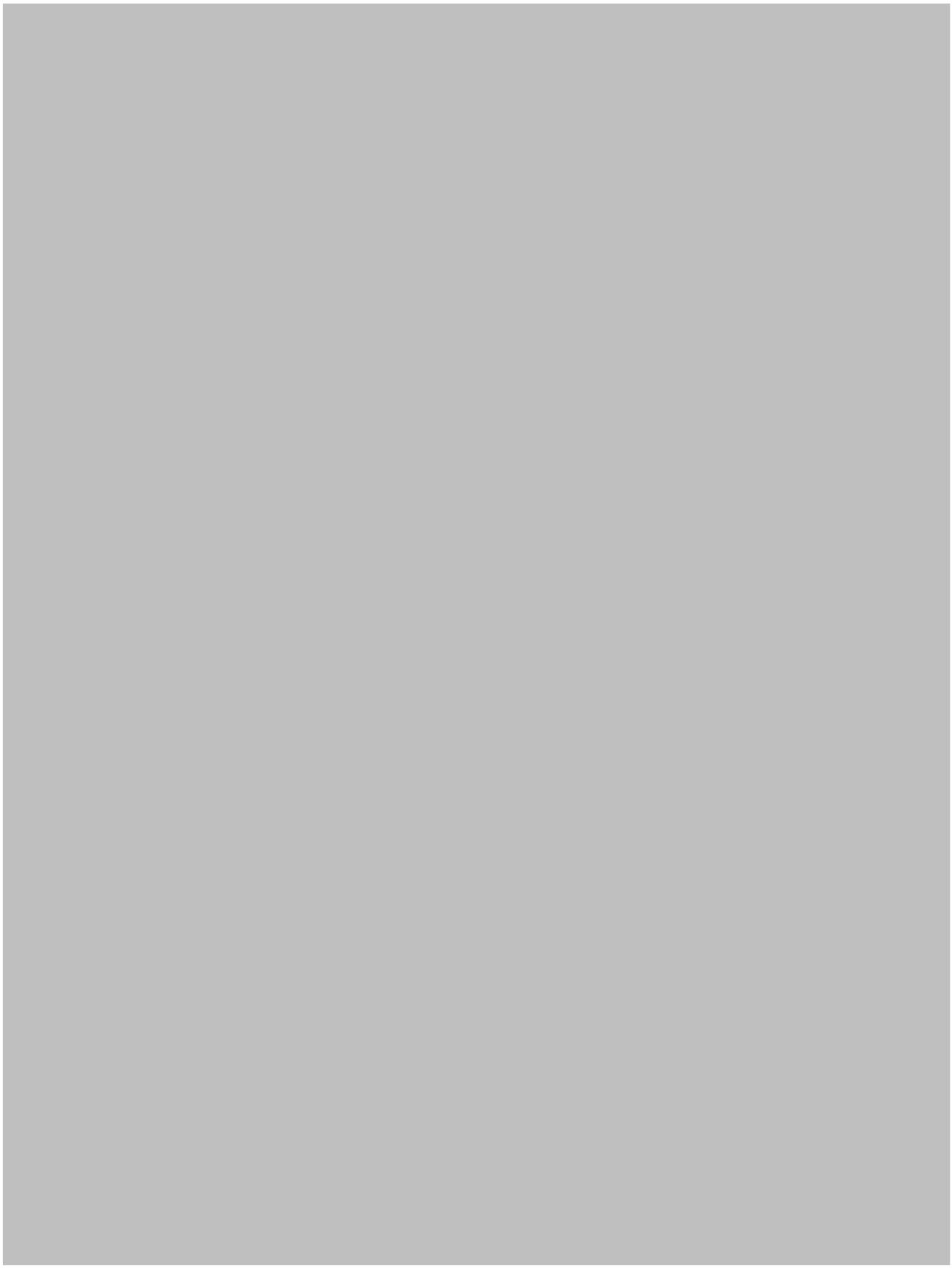
#	Stakeholder	Division or Region



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#	Stakeholder	Division or Region

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9.3 Appendix C: Document Register

More than 1,000 documents were received from the client for this assessment, including but not limited to Word files, PDFs, Excel spreadsheets, MP4 recordings, and transcripts of meetings.

Pages 122 through 139 redacted for the following reasons:
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9.4 Appendix D: Glossary

Acronym	Description
C&F	Child and Family
CAO	Court Assessment Order
CIP	Continuous Improvement Pipeline
CS	Child Safety
CSO	Child Safety Officer
DCPL	Director of Child Protection Litigation
DFSDSCS	Department of Families, Seniors, Disability Services and Child Safety
EDA	Executive Design Authority
Figma	Tool to create, share and test design for user interface of the Unify System
ICMS	Integrated Client Management System
IPA	Intervention with Parental Agreement
I&P	Investment & Partnership
OCM	Organisational Change Management
OI	Ongoing Intervention
RIS	Regional Intake Service
SCAN	Suspected Child Abuse and Neglect
TAO	Temporary Custody Order
TCO	Temporary Custody Order
UAT	User Acceptance Testing
Wireframe	Skeleton of a digital product (website) focusing on the structure, layout and functionality to give an overview of where elements should before development begins