

ANNUAL REPORT

2017-2018



Public availability of report

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Letter of compliance

27 September 2018

The Honourable Di Farmer MP
Minister for Child Safety, Youth and Women and
Minister for the Prevention of Domestic and Family Violence



Department of
**Child Safety, Youth
and Women**

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2017-18 and financial statements for the Department of Child Safety, Youth and Women.

The Department of Child Safety, Youth and Women is a new State Government department, which was established pursuant to the machinery-of-government changes effective 12 December 2017.

The department has three service areas: Child and Family Services; Women, Violence Prevention and Youth Services (which were both transferred from the former Department of Communities, Child Safety and Disability Services); and Youth Justice Services (which was transferred from the Department of Justice and Attorney-General).

The report provides details of performance for these service areas against the 2017-18 Budget Paper No. 5 – Service Delivery Statement. That is, it reflects the structure, operations and performance of the department as it now exists.

The report's financial performance reflects the part year effect of machinery-of-government changes from 1 January to 30 June 2018. Accordingly, caution should be exercised when comparing financial years.

I certify that this Annual Report complies with:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- detailed requirements in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found in Appendix 5 of this annual report.

Yours sincerely

Michael Hogan
Director-General
Department of Child Safety, Youth and Women

About the report

Machinery-of-government changes

The Department of Child Safety, Youth and Women was established pursuant to machinery-of-government changes effective 12 December 2017 to enable children, young people, women and families to be safe and to thrive, and to help prevent and respond to abuse and neglect, violence and crime.

The overall effect of the machinery-of-government changes was budget neutral, all costs were absorbed within existing funding transferred to the department.

The following table outlines incoming service areas from continuing agencies.

Incoming service areas	Former department
Child and Family Services	Department of Communities, Child Safety and Disability Services (renamed Department of Communities, Disability Services and Seniors)
Youth Justice Services	Department of Justice and Attorney-General
Women, Violence Prevention and Youth Services	Department of Communities, Child Safety and Disability Services (renamed Department of Communities, Disability Services and Seniors)

Financial and non-financial performance periods

In accordance with the *Annual report requirements for Queensland Government agencies*, non-financial performance for service areas has been prepared on the basis that the service area has been in place for the full financial year. Financial performance reflects the establishment of the Department of Child Safety, Youth and Women effective 1 January to 30 June 2018.

Related annual reports

The following table outlines where financial statements for incoming service areas can be located.

Service area and reporting period	Related annual report
Child and Family Services (1 July 2017 to 31 December 2017)	Department of Communities, Disability Services and Seniors
Youth Justice Services (1 July 2017 to 31 December 2017)	Department of Justice and Attorney-General
Women, Violence Prevention and Youth Services (1 July 2017 to 31 December 2017)	Department of Communities, Disability Services and Seniors

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Strategic Overview

Director-General's message

I am privileged to be the Director-General of the newly established Department of Child Safety, Youth and Women.

I am particularly grateful to our dedicated staff, service providers and partners who have worked tirelessly to ensure the strategic agendas and core business of both former departments have continued to be delivered while the new department has been consolidated.

Our service delivery

We have continued to bring greater safety and support, and hope and opportunity, to our most vulnerable families, women, children and young people, to engage young Queenslanders in shaping policy and services, and to improve gender equality and respect for women and girls across the state.

We continued to lead 82 of the 121 recommendations from the Queensland Child Protection Commission of Inquiry (Carmody Inquiry). As at 30 June 2018, 45 were completed and 37 on track under *Supporting Families Changing Futures*. In 2017-18, an additional 234 child safety staff were also employed, and more than 5200 foster and kinship carers continued to provide support for more than 8300 vulnerable children in home-based care.

Historic youth justice reforms commenced on 12 February 2018, with 17-year-olds transitioning to the youth justice system. Community-based bail and offender support services are already contributing to improved outcomes for young people held in youth detention.

We continued our strong commitment to the *Queensland Domestic and Family Violence Prevention Strategy* and Queensland's 51st domestic and family violence shelter was opened in Far North Queensland. Our leadership of the *Queensland Women's Strategy* and *Queensland Youth Strategy* also continued. In 2017-18, 46% of government board appointees were women. By June 2018, more than 1000 young people were on the Youth Engagement eHub and we held the inaugural Queensland Youth Week 2018 from 6 to 15 April 2018 to celebrate the achievements of young Queenslanders.



Our new department

The creation and transition to the new department was driven by a focus on better outcomes for children, young people, women and families.

The new structural and leadership arrangements were introduced in late March 2018. This brought together like functions to strengthen capacity and flexibility, and continue to give effect to our statutory and systems responsibilities. Changes to the central office structure came into effect on 3 April 2018 and changes to regional teams came into effect on 30 April 2018.

This realignment better targets our resources to client and community needs to ensure the department responds in a meaningful way to deal with increased demand and complexity.

Our valued staff

Our staff are dedicated and passionate about providing better services and support to Queenslanders experiencing vulnerability.

The department continues to create shared purpose, relationships, culture and leadership. There are already stronger links between our youth justice and child safety teams at a local and regional level and this will continue to mature, with a particular focus on children and families known to both statutory systems.

Our cultural capability

Building cultural capability and ensuring First Nations Peoples' cultural identity, diversity and richness are central to our service delivery and decisions is at the core of our new department.

The First Nations Council was established to ensure culturally sensitive and respectful consultation and collaboration on matters of interest to Aboriginal and Torres Strait Islander staff. A permanent Indigenous Strategy and Partnerships team, led by a new senior executive, was also established to address the disproportionate representation of Aboriginal peoples and Torres Strait Islander peoples across our systems.

Our future state

Our new strategic plan provides a shared vision for Queenslanders to be safe and thriving in families and communities, and demonstrates how we contribute to *Advancing Queensland's Priorities*. This is supported by new governance and engagement arrangements.

We will achieve our vision by working together to enable children, young people, women and families to be safe and to thrive in culture and communities, and to prevent and respond to crime, violence, abuse and neglect.

I look forward to continuing to build positive, collaborative engagement and partnerships with our staff, service providers and the community to deliver more holistic approaches to the complex and interrelated needs of our clients and communities into the future.

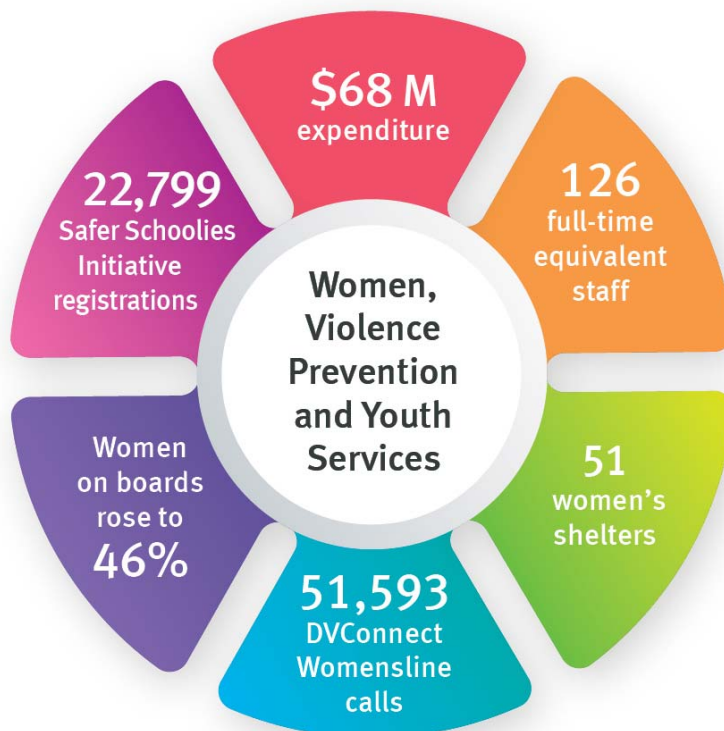
Michael Hogan

Director-General

Department of Child Safety, Youth and Women

Snapshot of our department¹





Notes:

1. In accordance with the *Annual report requirements for Queensland Government agencies*, non-financial performance for service areas has been prepared on the basis that the service area has been in place for the full financial year. Financial performance reflects the establishment of the Department of Child Safety, Youth and Women effective 1 January to 30 June 2018. Full details on the department's expenditure by service area is available in the financial statements on page 57.

Summary of financial performance

This summary of financial performance reflects the part year effect of machinery-of-government changes from 1 January to 30 June 2018. Accordingly, caution should be exercised when comparing financial years. A comprehensive view of the department's financial performance is provided in the Financial Statements section of this annual report.

Operating result

The operating result for the department is a surplus of \$15 million for the six months ending 30 June 2018.

Operating Result	2017-18 Actual \$'000	2017-18 Adjusted Budget ¹ \$'000
Total income	794,041	764,461
Total expenses	779,033	764,461
Operating result	15,008	-

Income

The department's primary source of income is appropriation revenue provided by the Queensland Government for provision of services. Appropriation revenue of \$676.1 million from the former Department of Communities, Child Safety and Disability Services and \$103.1 million from the Department of Justice and Attorney-General were reallocated to department as part of the machinery-of-government changes.

Revenue for the department totalled \$794 million against the adjusted budget of \$764.5 million. The variance of \$29.5 million (3.87 per cent) is mainly due to the reallocation between departments as a result of machinery-of-government changes, increased user charges and other revenue.

Sources of income	2017-18 Actual \$'000	2017-18 Adjusted Budget ¹ \$'000
Appropriation revenue	779,332	760,086
User charges and fees	8,952	3,746
Grants and other contributions	1,076	612
Other revenue	4,681	17
Total income	794,041	764,461

Notes:

1. These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

Expenses

Our department provides a wide range of services to the community, delivered by contracted non-government organisations and through direct service delivery. As a result, our two largest expense categories are supplies and services, and employee expenses.

Expenditure for the department totalled \$779 million against the adjusted budget of \$764.5 million. The variance of \$14.5 million (1.91 per cent) is mainly due to higher expenditure on supplies and services, and grants and subsidies, offset by lower expenditure on employee expenses.

Assets

As at 30 June 2018, the department held assets valued at \$532 million. The primary assets held by our department were properties used to strengthen our communities and support the safety and rehabilitation of young people who have offended.

Assets also include intangible assets, primarily internally generated software and systems.

Liabilities

Our total liabilities as at 30 June 2018 were \$84.7 million. Our liabilities consist primarily of payables for service procurement, trade creditors and provisions for employee entitlements.

Financial position

As at 30 June 2017, the net assets position was \$447.2 million.

Changes in equity	2017-18 \$'000
Operating result	15,008
Net increase in asset revaluation surplus	699
Net equity withdrawals	(4,071)
Net transfers in/(out) from other Queensland Government entities	435,600
Balance as at 30 June 2018	447,236

Statement by the Chief Finance Officer

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically in conformance with Section 57 of the *Financial and Performance Management Standard 2009*.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.



Our Department

Government objectives for the community

- **Building safe, caring and connected communities** by reducing child abuse and neglect, youth offending and domestic, family and sexual violence.
- **Delivering quality frontline services** by building affinity with our clients and providing responsive, inclusive and capable services.
- **Creating jobs and a diverse economy** by improving participation by women and young people in education, training and/or work; and championing gender equality in the public, private and community sectors.

Our strategic plan

Our strategic direction for the reporting period was consistent with the 2017-2021 strategic plans and 2017-18 Service Delivery Statements of the former Department of Communities, Child Safety and Disability Services and Department of Justice and Attorney-General.

Vision, objectives and performance indicators

Child and Family Services, and Women, Violence Prevention and Youth Services contributed to a vision for Queenslanders to thrive in safe, fair, resilient and prosperous communities. The department's Youth Justice Services contributed to a vision for a fair, safe and just Queensland. Objectives and performance indicators are outlined at the beginning of each service area chapter.

Priorities

Our priorities in 2017-18 included:

- Progressing the *Our Way* strategy to improve outcomes for Aboriginal peoples and Torres Strait Islander peoples.
- Facilitating and implementing *Supporting Families Changing Futures*, and actioning responses to reviews.
- Transitioning 17-year-olds to the youth justice system; and implementing the response to the *Independent Review of Youth Detention* in Queensland.
- Implementing the *Queensland Domestic and Family Violence Prevention Strategy*, *Queensland Violence Against Women Prevention Plan*, *Queensland Women's Strategy* and *Queensland Youth Strategy*.

Strategic opportunities

- Partner, collaborate and co-design services and solutions.
- Improve our processes and governance.
- Improve policies, services and practices.

Strategic risks

- Harm to children in our care or custody.
- Harm to safety and well-being of staff.
- Fraud, corruption, misconduct and waste.
- Breaches of information privacy and security.
- Breaches of statutory rights and responsibilities.
- Growing demand and complexity.
- Delivering multiple reforms.

National agreements

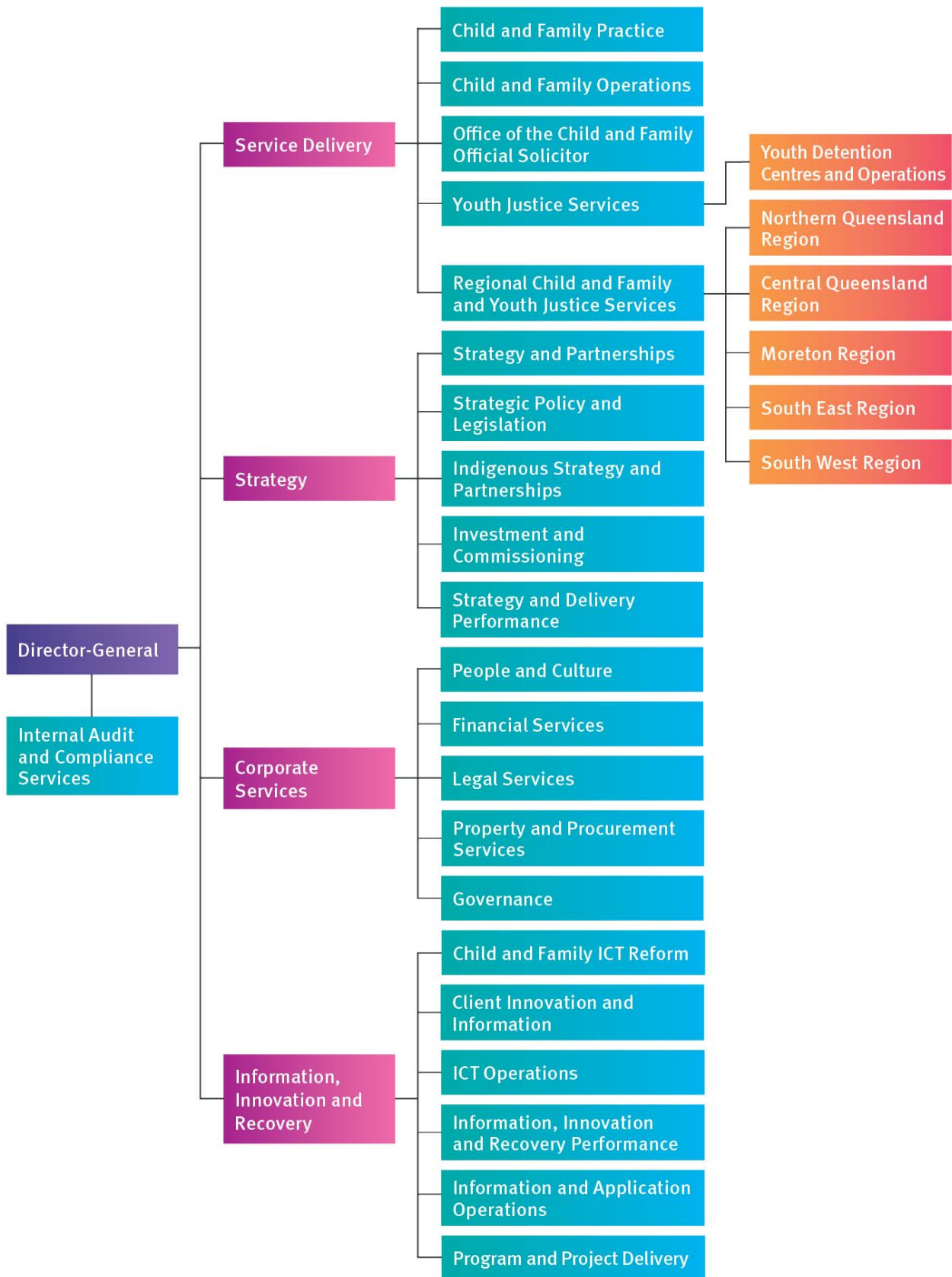
The department leads implementation and negotiations associated with:

- Intergovernmental Agreement on the National Redress Scheme for Institutional Child Sexual Abuse
- Third Action Plan of the National Plan for Reducing Violence against Women and their Children 2010-2022
- National Framework for Protecting Australia's Children 2009-2020
- National Partnership on the Women's Safety Package – Technology Trials
- Transition to Independent Living Allowance Project Agreement.

The department contributes to:

- The National Indigenous Reform Agreement (Closing the Gap)
- National Partnership on Pay Equity for the Social and Community Services Sector
- National Disability Agreement
- National Housing and Homelessness Agreement
- National Affordable Housing Agreement
- National Domestic Violence Order Scheme
- The Bilateral Agreement between the Commonwealth and Queensland for the transition to the National Disability Insurance Scheme.

Our organisational structure



Our regions

Our regions are the frontline of our service delivery. Our regional service delivery structure brings together all our service areas to enable the delivery of more holistic approaches to the complex and interrelated needs of our clients and communities.

We have five regions, led by Regional Executive Directors. Acknowledging the unique challenges experienced in the north of our state, the Northern Queensland Region is co-led by two Regional Executive Directors.





Regional highlights

Our department has 81 service centres plus other service hubs providing services across the state. We employ a range of people who have skills and experience in working with children, young people and families. We also partner with the local community and other government and non-government agencies to identify the needs of children, young people and their families to increase safety and provide localised services.

Our regions enable families to safely care for their children and young people, and provide services to ensure the safety, belonging and well-being of children and young people not able to be cared for by their families.

We investigate and assess reports about children and young people being significantly harmed or at risk of significant harm. We support parents and families to care for their children at home, and where this isn't possible, work out how to best meet their safety, belonging and wellbeing needs. We also ensure families can access help before issues escalate by funding services for parents and carers to build the skills and resilience they need for their children and families to thrive.

Our regions help young people who have offended to rehabilitate and reconnect to a life without crime. We operate youth detention centres, supervise community-based court orders, and support community-based bail and offender support services.

We prevent and respond to domestic and family violence and sexual assault, and enable young people experiencing vulnerability to address risk factors. We facilitate a range of programs and initiatives to develop the skills and capabilities of our young people, and women and girls across all cultures and backgrounds, preparing them for a prosperous future.

Every day, our staff and partners support thousands of Queenslanders experiencing vulnerability or at risk. The following are a few examples of the practical work done across the state.

Northern Queensland Region

The new **Targeted Family Support Service** aims to address the needs of Townsville families with teenage children engaging in behaviour that places them at high risk of involvement in the youth justice system. This service offers support to the entire family, aimed at developing strategies and ways to manage high-risk behaviour. The program will work closely with the Townsville Stronger Communities Action Group (TSCAG) and five to eight families are expected to be assisted through the service, at any one time.

The Cairns youth justice **Stronger Together Program** is working with four young people aged between 13 and 16 years from one family, where limited parental supervision has contributed to past offending. Their grandmother (who is also their guardian) was unwilling to engage with youth

justice workers to address the children's risk factors. Since the family's referral to the Stronger Together Program the grandmother is now participating in youth justice case planning for all four young people, with three of the children attending or enrolled to attend school.

Central Queensland Region

Thanks to the **Transition 2 Success** (T2S) program, a group of young people from Maryborough and Hervey Bay are today looking forward to a brighter future and employment. Many of the young people referred to T2S have experienced social disadvantage through exposure to domestic violence, drug abuse and unstable parenting, but sadly they are also exposed to intergenerational unemployment. This program helps to break that cycle.

Nine Central Queensland participants completed a Certificate II in Rural Operations, 12 completed a Certificate II in Resources and Infrastructure, and three achieved both. The students also achieved accreditation in responsible service of alcohol, responsible service of gambling, senior first aid and cardiopulmonary resuscitation, as well as working safely in the construction industry.

Family Wellbeing Service, run by an Aboriginal and Torres Strait Islander community-controlled organisation, and Mackay child safety has helped a family get back on track after issues with Ice use and domestic violence.

The mother was imprisoned for a domestic violence incident and gave birth in jail. Her two other boys were placed with their paternal grandmother and their father had continued contact with them. The Family Wellbeing Service supported the mother while she was in jail and encouraged her to get clean of drugs, look after her new baby and plan for her return home. After her release, they provided in-home support, linked her to a local parenting program and supported reunification with her boys. They also attended child safety meetings with the mother and supported her through supervised visits and sleepovers.

After six months the boys returned home to live with their mother and the new baby. Family Wellbeing Service continues to be involved, along with foster and kinship care staff.

Moreton Region

Walking With Dads is being trialled in two sites across the region as well as Gympie and Mt Isa. This is an innovative way of working with families in contact with child safety where domestic violence is placing women and children at risk. The approach focusses on working with men who are abusive, seeking accountability for their actions and insight into the impact this has on their role as a father. The first phase of the evaluation has been completed and early learnings have highlighted the crucial role the Walking With Dads workers have in increasing the safety of mothers and children in what are deemed high-risk child safety and domestic violence cases.

The **Navigate Your Health** pilot project commenced in Moreton Region in January 2018, and is being delivered in a partnership with Children's Health Queensland Hospital and Health Service and the Brisbane Aboriginal and Torres Strait Islander Community Health Service. Co-design of the initiative has included non-government agencies, Foster Care Queensland, CREATE, Brisbane South and Brisbane North Primary Health Networks, children and young people, and foster carers.

Navigate Your Health facilitates health screening for children and young people entering or already in care in Brisbane as well as ongoing health care coordination, facilitated by dedicated Navigator positions. Early outcomes from Navigate Your Health include early identification of health related issues, children and young people receiving more timely access to appropriate health care, an increase in immunisation rates, and improved dental care.

South East Region

Street CRED, which stands for Collaborate, Re-Engage, Empower and Deter, is a partnership between our department, the Queensland Police Service and non-government agencies. The 12-week pilot, initiated by the Queensland Police Service, commenced in June 2018 on the Gold Coast. The pilot resulted from the need to support young people on dual child protection and youth justice orders. The team of police liaison officers, child safety and youth justice officers, and non-government agencies provides an assertive outreach approach to vulnerable young people.

Contact has been made with many young people aged from 12 to 25 years, usually sighted on a Thursday evening, who are vulnerable and at risk of offending behaviours and homelessness. Information is exchanged and shared across the key agencies involved in *Street CRED* to ensure young people at risk are sighted and supported in a way that does not threaten future engagement. The key aim is to work with vulnerable young people, reduce offending behaviour and connect them to services and supports. These supports include youth services, education and housing options, food vouchers, Go-cards and toiletry essentials.

Within a few weeks of the initiative commencing, nine young people had been attached to case management services with the numbers continuing to grow. The *Street CRED* team are effectively checking on young people and are finding less anti-social behaviours escalating as the young people are becoming familiar with the same faces during the Thursday evenings.

The South East Region also host a **High Risk Team**, which is a specialist domestic and family violence response in conjunction with key partners. The Logan/Beenleigh Integrated Service Response continues to support a family who now experience increased safety and security after their time with the High Risk Team. A woman, who was originally from India, experienced long-term domestic violence throughout her marriage, which was witnessed by her three children. Her experience of violence was a long and horrific journey through which she demonstrated significant and unwavering strength. The High Risk Team worked in partnership with associate members to support the mother and her children to safely leave, relocate, engage in long-term therapeutic support for herself and her children and commence formal divorce proceedings. She is now enrolled in a nursing course with the goal of becoming a social worker to assist those who have similar experiences.

South West Region

The department is committed to providing **support and services to women and children** experiencing vulnerability in rural and remote Queensland.

The South West Region partnered with Save the Children Roma to deliver mobile support and temporary accommodation to women and children escaping domestic and family violence across the far west of Queensland. This support included emergency accommodation, case management and referrals to specialist counselling services, community housing providers, mental health and drug and alcohol services. Concurrently, a five-unit women's shelter has been under construction, which Save the Children will manage from 2018-19 while continuing their mobile support work.

In 2017-18, more than 43 women and 68 children have been supported, 59 of whom identified as Aboriginal peoples and/or Torres Strait Islander peoples, and six who live with a disability.

More than 30 **foster carers** from across the South West Region were recognised for their twenty years or more contribution to providing safe and nurturing homes to children and young people in alternate care.

These volunteers make a significant difference to the lives of the children they open their homes and families to. Events to acknowledge and celebrate their years of service have been held in Toowoomba and Ipswich.

Our future priorities

Our new *Strategic Plan 2018-2022* provides a strong vision and purpose, clear objectives and strategies and demonstrates how we contribute to the Government's objectives for the community, *Our Future State: Advancing Queensland's Priorities*, including to:

- **Give all our children a great start** by contributing to improving the wellbeing of children prior to school, especially children at risk and in care or transitioning from care.
- **Keep communities safe** by contributing to reducing domestic, family and sexual violence, youth offending and child abuse and neglect.
- **Create jobs in a strong economy** by investing in non-government organisations and contributing to improving participation by women and young people in education, training and work.
- **Keep Queenslanders healthy** by improving the health of children, young people and women, especially those at risk or in care or youth justice.
- **Be a responsive government** by contributing to providing responsive, inclusive, capable, effective and accountable services; and driving gender equality and youth engagement in the Queensland Government.

Our strategic plan provides a shared vision for Queenslanders to be safe and thriving in families and communities. We will be achieving this every day through our work to enable children, young people, women and families to be safe and to thrive in culture and communities, and to prevent and respond to crime, violence, abuse and neglect.

Our key objectives and strategies will drive this work to enable:

- Queensland children and young people to be safe, thriving and connected in families and communities
- young Queenslanders to have positive life choices and opportunities, and to reduce offending
- Queenslanders to be safe and recover from domestic, family and sexual violence
- young Queenslanders to be heard and to thrive
- the rights, interests and well-being of Queensland women and girls to be respected and promoted
- our valued staff and the service system to deliver great results.

While our strategies are clearly focussed across these six key objectives, our approach will be collaborative with positive engagement and partnerships between government agencies, the non-government sector, community and business. We will work together across social, government, organisational, regional and operational boundaries to deliver more holistic approaches to the complex and interrelated needs of our clients and communities.

At the core of everything we do will be a strong commitment to building our cultural capability and ensuring First Nations Peoples' cultural identity, diversity and richness are central to all our decisions. Our commitment to First Nations Peoples is essential to reducing the disproportionate representation of Aboriginal peoples and Torres Strait Islander peoples in child protection, youth justice and domestic, family and sexual violence.

For more information on our strategic plan and future priorities visit:

<https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications/strategic-plan>.



Child and Family Services

Our objectives

- Enable children and young people in care to thrive, and to transition successfully to adult life.
- Transform child protection to enable children and families to maintain safety, wellbeing and belonging.
- Value, engage and increase the number of foster and kinship carers.
- Transform family and parenting supports so that children and families receive assistance when they need it.

Our strategies



Our performance indicators

- Reduce child abuse and neglect.
- Improve wellbeing of children in and transitioning from care into adulthood.
- Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the child protection system.

Our achievements

- Facilitated implementation of the *Supporting Families Changing Futures* reform program in collaboration with other agencies.
- Continued to embed the strengths based, safety oriented child protection practice framework.
- Delivered high-quality statutory child protection services.
- Progressed the *Our Way* strategy and *Changing Tracks* action plan to reduce the disproportionate representation in child protection and improve life outcomes for Aboriginal and Torres Strait Islander children and families.
- Funded and supported family based and non-family based care and transition services delivered by carers and non-government organisations.
- Established a Social Benefit Bond with Uniting Care Queensland, aimed at increasing rates of reunification for children in care to return safely to family, with a focus on Aboriginal and Torres Strait Islander children and families.



Improving frontline services

The Queensland Child Protection Commission of Inquiry (Carmody Inquiry) and subsequent government responses set out an ambitious 10 year roadmap for reform. Implementation through the *Supporting Families Changing Futures* reform program is on track – the first five year implementation period ends 30 June 2019. The department has lead responsibility for 82 of the 121 recommendations. As at 30 June 2018, 45 have been completed with the remaining 37 underway. For further information on the entire reform program visit: <https://www.csyw.qld.gov.au/campaign/supporting-families>.

The department facilitated the continuing implementation of these reforms, including our role in the Action on Ice Package, with an additional \$7.4 million over three years from 2017-18. Ice and other forms of methamphetamine continued to cause serious damage to families, particularly those with children aged under five. The latest data has shown close to one in three children who came into the care of the department during the past year had a parent with current or previous methamphetamine use.

The department focused on boosting dedicated frontline staff across the state to deliver increasing support for families and to address pressures in the child protection system. An additional 234 frontline and frontline support positions at 30 June 2018 provided a significant boost to resourcing, ensuring regions could respond more quickly to reports of child abuse and neglect, and address areas of emerging or predicted need over the coming years.

Child safety officers worked collaboratively across government and the non-government sector to address the complex and interrelated needs of clients and communities. Twelve Child Safety Officer Health Liaison positions were funded to work in Hospital and Health Service catchments for earlier intervention and better case management with children and families known to the department.

Three new Joint Response teams from Child and Family Services and the Queensland Police Service in Toowoomba, Townsville and on the Gold Coast have been established, while an additional four child safety officers were stationed at Police Headquarters at Roma Street. Two senior child safety officers have also been located in the Youth Detention Centres, with funding from the implementation of recommendations of the *Independent Review of Youth Detention*.

Looking forward to 2018-19, a further 59 frontline and frontline support positions have been approved to continue reducing the pressure on the child protection system and to provide better services and support to Queensland's most vulnerable children.

The department will also continue implementing actions from reviews and reports, including from the Royal Commission into Institutional Responses to Child Sexual Abuse.

Aboriginal and Torres Strait Islander children

Addressing the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the child protection system remained a key priority. The *Our Way* strategy and its *Changing Tracks* action plan (in partnership with Family Matters – a national campaign) aims to improve life outcomes for vulnerable Aboriginal peoples and Torres Strait Islander peoples.

The delivery of Family Wellbeing Services by Aboriginal and Torres Strait Islander community-controlled organisations received continued support with 2,722 families referred for the 12 month period to 31 March 2018. The services operate as child and family hubs within communities, offering universal family support as well as more intensive assistance for families experiencing greater levels of vulnerability, including those in the child protection system.

The department has also introduced a number of initiatives through the Queensland Government *Empowering Families Innovation Fund*. The fund aims to get organisations to look at new and innovative ways of reducing the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system and achieve better outcomes for Indigenous children in Queensland.

Eight early childhood development coordinators were funded to improve Aboriginal and Torres Strait Islander families' engagement with the early childhood education and care system and to support Family Wellbeing Services to promote early learning.

The department also partnered with the University of Melbourne's Health Equity Unit to implement the *First 1000 Days Australia Program*, helping children get the best start in life. The program supports local initiatives that promote the cultural strength of Aboriginal and Torres Strait Islander families, enabling children to grow up safe and cared for with family and community.

In 2018-19, the department will continue to deliver collaborative support for Aboriginal and Torres Strait Islander parents to ensure children grow up safe and cared for in family, community and culture.

Foster and kinship carers

Queensland has more than 5200 foster and kinship carer families who undertake one of the most important roles in our community – providing a safe, caring environment for more than 8300 children and young people in home-based care.

The department continued its investment in the rollout of the *Supporting Families Changing Futures* reforms. Foster and kinship carers transitioned to non-government agencies to better support them in their caring role and enable frontline staff to focus on supporting vulnerable children and young people.

Partners in Care is a Queensland foster and kinship care engagement program exploring how the department can better support children in care as well as those who care for them. Workshops were held across the state, designed and delivered in partnership with Foster Care Queensland, and Regional Action Plans were developed, focusing on improving partnerships between the department, non-government services and carers.

The department provided foster and kinship carers with an early childhood education and care fee gap payment (a minimum of \$40 per week for eligible services) enabling greater access to child care and kindergarten. The department also supported a recruitment campaign in partnership with Foster Care Queensland to encourage more families to become foster and kinship carers.

Improving support for foster and kinship carers as they help protect Queensland's most vulnerable children will remain a focus in 2018-19.

Performance scorecard

Service standards and other measures	Notes	2016-17 Actual	2017-18 Target/Est	2017-18 Actual
Child and Family Services¹				
Rate of substantiated harm per 1000 children (0-17 years of age)	2, 3, 4	5.1	4.9	Not available
Rate of children subject to protective orders per 1000 children (0-17 years of age):				
• All children	2, 3	8.5	8.7	Not available
• Aboriginal and Torres Strait Islander children		45.4	47.6	Not available
• Non-Indigenous children		5.3	5.4	Not available
Rate of children entering out-of-home care per 1000 children (0-17 years of age):				
• All children	2, 3, 5, 6	2.1	2.0	Not available
• Aboriginal and Torres Strait Islander children		-	10.3	Not available
• Non-Indigenous children		-	1.3	Not available
Percentage of Aboriginal and Torres Strait Islander children placed with kin, other Indigenous carers or Indigenous residential care services	7	56.7%	59%	Not available
Proportion of children on a care and protection order exiting care after 12 months or more who had 1 or 2 placements	8	37.5%	38%	Not available
Out-of-home expenditure per placement night	9	\$158	\$157	Not available

Notes:

1. This service area was transferred from the former Department of Communities, Child Safety and Disability Services following machinery-of-government changes in December 2017. For information on performance prior to this date, please refer to the annual reports of the former Department of Communities, Child Safety and Disability Services.

2017-18 actual end of year performance results for Child and Family service standards are not available for inclusion in the annual report. This data is expected to be published on the department's website by October 2018.

2. Using a 'rate per 1000' as the unit of measure allows for changes in population to be taken into account from year to year.
3. The Department of Child Safety, Youth and Women is the lead agency for child protection and is responsible for coordinating actions to reduce the rate of children in the tertiary child protection system. Action by other government agencies and non-government agencies to support vulnerable families earlier will contribute to reducing these rates over time.
4. This measure is a partial indicator of effectiveness in protecting children and assisting families to protect and care for their children outside of the statutory system.
5. Reducing the number of children entering out-of-home care, as a result of child and family reforms, is expected to occur over several years. It is anticipated that the rate will stabilise in the short term, then decrease in the long term through the implementation of the series of initiatives as part of the child and family reforms and the *Our Way* strategy and its *Changing Tracks* action plan.
6. Data prior to 2017-18 is not broken down into specific groups.
7. The measure reports the placement outcomes of Aboriginal and Torres Strait Islander children. When an Aboriginal and/or Torres Strait Islander child needs to be placed in care, the department seeks to maintain a placement with kin, Indigenous carers or Indigenous residential care services.
8. The department seeks to provide stable environments for all children in care. Placement stability is influenced by the child or young person's needs and capacity of the carers. Long term historical data shows a downward trend in the proportion of children on a care and protection order exiting care after 12 months or more who had one or two placements. This reflects, in part, longer periods for which children are in care and the corresponding increased likelihood of multiple placements. This trend is expected to stabilise as child and family reforms take effect.
9. Total expenditure includes all departmental costs associated with the provision of services to children in care. Performance reported against this measure may differ to that in the national *Report on Government Services* (RoGS) as a result of the application of national counting rules to Queensland data for the national report.



Youth Justice Services

Our objectives

- Deliver a world class youth justice system that effectively addresses youth crime.
- Deliver better outcomes for people in the justice system.
- Keep the community safe by working together to prevent offending by young people.
- Enabling young people who have offended to rehabilitate and reconnect to a life without crime.

Our strategies



Our performance indicators

- Reduction in reoffending.
- Successful completion of community-based orders.
- Participation in restorative justice conferencing.
- Youth detention centre utilisation.

Our achievements

- Completed transitioning 17-year-olds from Queensland's adult justice system to the youth justice system.
- Continued implementing the Government's response to the *Independent Review of Youth Detention* to improve practices and services pivotal to the safety, wellbeing and rehabilitation of young people in youth detention.
- Established a Social Benefit Bond with Life Without Barriers, aimed at reducing reoffending rates for young people.
- Continued partnering in the whole-of-government critical intervention strategies under the Community Youth Response initiative in Townsville.
- Continued the Restorative Justice program and the reinstated court ordered youth justice conferencing.
- Continued the Transition 2 Success program (T2S) to provide alternative education and vocational training to young people in the youth justice system.
- Continued to upgrade the security management system at the Brisbane Youth Detention Centre, including construction of a new 16 bed facility.



Transition 2 Success

Transition 2 Success (T2S) is a vocational training and therapeutic service, which aims to reduce recidivism by providing young people in the youth justice system with access to education and vocational activities.

T2S builds partnerships with local community organisations to aid in delivery of the service. The service currently operates in ten locations around the state: Aurukun, Townsville, Rockhampton, Bundaberg, Hervey Bay, Caboolture, Sunshine Coast, Western Districts, Ipswich and Gold Coast.

As at 30 June 2018, there were 339 enrolments in a T2S course with 276 (81 per cent) participants completing one or more certificates. Other positive outcomes included:

- 77 enrolments transitioned to employment
- 49 enrolments transitioned to vocational training
- 60 enrolments transitioned back into education
- 105 have transitioned into a further T2S course.

An independent, interim evaluation of the effectiveness of the program found encouraging results, with 80 per cent of all young people having not reoffended within six months after completing a T2S course.

Transition of 17-year-olds

The department completed transitioning 17-year-olds from Queensland's adult justice system to the youth justice system. The *Youth Justice and Other Legislation (Inclusion of 17-year-old Persons) Amendment Act 2016* commenced on 12 February 2018, bringing Queensland into line with other Australian states and territories, and United Nations conventions.

From 12 February 2018, any new proceeding for an offence allegedly committed by a 17-year-old is under the *Youth Justice Act 1992*. All adult court proceedings against 17-year-olds were transferred to the Children's Court and all 17-year-olds on adult community-based orders are now supervised by Youth Justice Services.

The *Youth Justice (Transitional) Amendment Regulation 2018* allows the chief executive to consider the best interests of the young person and the security and management of detention centres before transferring a 17-year-old from an adult prison to a youth detention centre.

Independent Review of Youth Detention

The Government accepted all 83 recommendations of the *Independent Review of Youth Detention* to improve practices and services pivotal to the safety, wellbeing and rehabilitation of young people in youth detention. As at 30 June 2018, 43 recommendations were completed and 40 recommendations are in progress as part of a comprehensive program of work due to be completed over the next two years.

A total of 43 of the 53 new staff funded by the program have been appointed in youth detention centres and to various programs to support the implementation and the delivery of new services, with recruitment for the remaining positions underway.

The program has already changed the way detention centres consider cultural safety and cultural competency, including the expansion of on-centre cultural units. Detention centre-based speech and language pathologists were introduced and access to mental health professionals increased.

Improved behaviour development processes were also introduced to better support young people and help staff prevent and reduce severity of incidents, including a restorative practice framework and improved incentives systems. Quarterly updates can be found on the department's website.

Preventing and responding to youth crime

The department is committed to holding young people accountable for their behaviour while addressing the underlying causes of their offending. The department's evidence-based policies aim to improve long-term outcomes for young people in the youth justice system and improve community safety.

The department's restorative justice conferencing holds young offenders directly accountable, bringing them together with victims of crime, family and legal representatives to address their offending. Restorative justice conferences divert young people from the criminal justice process at the earliest opportunity, increasing court efficiency, reducing costs and reducing reoffending.

Unstable or unsuitable accommodation is one of the reasons for high remand numbers in Queensland. Supervised Community Accommodation (SCA) is designed to support young people charged with current court matters who may not have a safe place to live. SCAs provide an alternative for young people to participate in programs and services, and help them follow bail conditions. Services are co-delivered between government and non-government organisations to support young people through periods of transition and target risks of reoffending. Four SCAs are in operation: two in Townsville and two in Logan.

Other place-based initiatives draw on services across government and the community to address youth offending. The Townsville Community Youth Response Initiative includes: the After-Hours diversion program, provided by the Townsville Aboriginal and Islander Health Service; Specialist High Risk Childrens Court List; cultural mentoring provided through the Yinda Program; and flexible learning education, provided by the Townsville Flexible Learning Centre.

Announced as part of the 2018-19 State Budget, the department is seeking the views of young people, their families, members of the public and industry experts to contribute to a *Youth Justice Strategy*. The strategy will provide a whole-of-government roadmap for preventing and responding to youth crime in Queensland. It aims to reduce reoffending by five per cent by 2020-21, reduce the number of remanded young people in custody and address the disproportionate representation of Aboriginal and Torres Strait Islander young people in the youth justice system.

Performance scorecard

Service standards and other measures	Notes	2016-17 Actual	2017-18 Target/Est	2017-18 Actual
Youth Justice Services¹				
Percentage of orders supervised in the community that are successfully completed:				
• Aboriginal and Torres Strait Islander young offenders	2	78%	79%	79%
• Other young offenders		81%	85%	85%
• All young offenders		80%	80%	81%
Proportion of young offenders who have another charged offence within 12 months of an initial finalisation for a proven offence	2, 3, 4, 5	74%	73%	74%
Youth detention centre utilisation rate	2, 6, 7	84%	<85%	95%
Percentage of youth justice conferencing participants (including the victim) that are satisfied with the outcome	2, 8	94%	96%	95%
Rate per 10,000 young people (aged 10-17 years) in detention:				
• Sentenced detention	2, 9	-	0.9	0.8
• Remanded in custody		-	3.6	3.9

Notes:

1. This service area was transferred from the Department of Justice and Attorney-General following machinery-of-government changes in December 2017. For information on performance prior to this date, please refer to the annual reports of the Department of Justice and Attorney-General.
2. From February 2018, young people who offend at the age of 17 years are dealt with in the youth justice system following changes to the *Youth Justice Act 1992*. The results for previous years include young people aged 10-16 years. The 2017-18 Actual figures include young people aged 10-16 years from June 2017 to January 2018, with the addition of young people aged 17 years from 12 February 2018.
3. This annual measure reports on recidivism. Measuring recidivism is complex due to the varying nature, detection and processing of offending and offenders, and the variety of ways to measure reoffending. Youth justice uses a

prevalence measure. Because recidivism can only be reported 12 months after the reference period, this measure will be reported each year using data from the previous year. The impact of any new youth justice interventions will not be fully reflected in reoffending data for a minimum of two years after implementation.

4. This effectiveness measure reflects the offending of all young people in Queensland who have had a proven charge, regardless of whether or not they had prior contact with the youth justice system or had received youth justice services. It is a measure that not only identifies youth justice performance, but also the whole-of-government response to criminogenic forces.

This measure counts young people who are sentenced in court in the reference period. This includes young people who are sentenced in court for the first time ever during the reference period, and young people with a court case that precedes their first-occurring sentencing appearance in court during the reference period.

5. The 2016-17 actual for this measure differs to the previously published figure in the Department of Justice and Attorney-General annual report. At the time of publication, the latest available data was an estimated actual for the proportion of young people who reoffended during 2016-17 following an initial finalisation for a proven offence in 2015-16.
6. This annual measure reports on youth detention centre utilisation rate. Centre utilisation is an indicator of the department's efficient use of publicly funded resources to ensure sufficient beds are available to make provision for safely detaining varying cohorts of young people within detention (e.g. offenders of different ages; boys and girls; offenders with significant risk factors; offenders requiring different security levels; young people on remand and those who have been sentenced). Centre utilisation rate is defined as the number of detainees in all detention centres as a proportion of the number of permanently funded beds. Utilisation rates that are below full capacity are required in detention centres to ensure a safe environment for young people and staff and to optimise rehabilitation for young offenders.
7. The actual result for 2017-18 does not reflect the additional investment in bed capacity, which will be operational during 2018-19. This additional bed capacity will support the 2018-19 target of <85%.
8. This measure has been discontinued following review of the survey tool used to collect data for this measure. The survey is voluntary, and new data collection approaches are being considered, as part of an evaluation of restorative justice, to better capture the views of all conference participants.
9. This measure has been discontinued as it does not accurately measure the effectiveness of youth justice services delivered by this department. Youth detention numbers are heavily influenced by other agencies' policies and practices.



Women, Violence Prevention and Youth Services

Our objectives

- Prevent and respond to domestic and family violence and sexual assault.
- Enable young people experiencing vulnerability to address risk factors.
- Ensure women and girls, and young people across all cultures, backgrounds and age groups, fully participate in the social and economic opportunities for our community.

Our strategies



Our performance indicators

- Enable gender equality for women and girls.
- Increase the percentage of women appointed to Queensland Government Boards.
- Ensure the needs of users of domestic and family, and sexual violence counselling services, and youth support services are met.

Our achievements

- Contributed to the Government's efforts to prevent and respond to domestic and family violence
- Continued to implement relevant actions under the *Queensland Domestic and Family Violence Prevention Strategy* and the *Queensland Violence against Women Prevention Plan*.
- Coordinated whole-of-government implementation of actions under the Third Action Plan of the *National Plan for Reducing Violence against Women and their Children*.
- Commissioned additional domestic and family violence and sexual assault services.
- Implemented community inclusion, participation and resilience strategies to benefit women and children.
- Continued to implement the *Queensland Youth Strategy* across government to support young people to achieve their full potential.
- Continued to implement the *Queensland Women's Strategy* across government and community to achieve gender equality in Queensland.



Preventing domestic and family violence

The department focused on contributing to preventing and responding to domestic and family violence, including implementing actions in the *Queensland Domestic and Family Violence Prevention Strategy* and commissioning of additional domestic and family violence services.

Further investment grew total funding to \$89.5 million over five years for the department to respond to a number of the recommendations of the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report and implement the *Queensland Domestic and Family Violence Prevention Strategy*.

The department continued its investment in new and enhanced domestic and family violence services, including counselling and support services for victims, children and young people, court-based support, sexual assault services, post-crisis recovery support and telephone services.

Three new High Risk Teams (HRTs) in Brisbane, Ipswich and Cairns commenced operations in 2018 to enhance existing integrated responses in those locations. Two more HRTs in Mackay and Caboolture will commence operations in early 2019. The teams respond to victims, and their children, at high risk of serious harm or death due to domestic and family violence to increase victim safety and perpetrator accountability. HRT members include our department, Queensland Police Service, Department of Health, Department of Justice and Attorney-General, Queensland Corrective Services, Department of Housing and Public Works and a specialist domestic and family violence service.

In 2018-19, the department will continue to lead the implementation of 27 of the *Not Now, Not Ever* report recommendations. The recommendations are aimed at integrating service responses and investing in specialist domestic and family violence services to enhance protection and support for victims and their families, and to improve support for perpetrators to stop using violence.

Fighting sexual violence in Queensland

The department continued the Government's ongoing efforts to tackle the complex and entrenched issues of sexual violence in Queensland's communities, including through facilitating and implementing relevant actions under the *Queensland Violence against Women Prevention Plan*.

In 2017-18, the department funded nine child sexual abuse support organisations and 29 sexual assault support service outlets. Queensland also committed to opt in to the National Redress Scheme and announced \$500 million for eligible applicants who have experienced institutional child sexual abuse. The department will lead and coordinate the Queensland Government's participation in the National Redress Scheme. This will provide support through a monetary payment, access to counselling and psychological care, and the option to receive a direct personal response from the institution responsible.

In June 2018, the Queensland Government accepted or supported in principle more than 240 recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and allocated \$10.1 million for sexual assault services in the 2018-19 State Budget.

Enabling young Queenslanders to be heard and to thrive

The department is committed to assisting young people at risk and experiencing challenges who need support and during 2017-18 it committed \$20.6 million to the Youth Support Program. The program was delivered in 92 locations across Queensland to support vulnerable young people to positively connect with family, community, education, employment and housing, and to achieve healthy and violence free lives.

The department is the lead agency in the continued implementation of, and engagement of stakeholders for, the *Queensland Youth Strategy*, which sets the government's vision for young people to be active participants in Queensland's economic, civic and cultural life.

Complementing this strategy is the youth eHub, an online initiative where young people can have a say on issues that impact them. More than 1000 young people (aged 13 to 25 years) are registered on the eHub, forming a pool that government can engage with on a variety of topics. So far eHub has hosted 14 projects and activities led by different agencies around topics including cyberbullying and women in STEM (Science, Technology, Engineering and Mathematics).

Also, from 6 to 15 April 2018, the department delivered the inaugural Queensland Youth Week, celebrating and acknowledging the contributions young people make to our community and encouraging them to speak out and have their voices heard.

In 2018-19, the department will continue to provide strong foundations and pathways for young Queenslanders by encouraging them to be heard and make safe and positive life choices through appropriate services, investments and partnerships.

Promoting the rights and interests of Queensland women and girls

The department has continued to support the implementation of the *Queensland Women's Strategy 2016-21*, celebrating what has been achieved and providing a plan for government, business and the community to work together to achieve gender equality in Queensland.

The focus has been on the four priority areas of the *Queensland Women's Strategy*: participation and leadership; economic security; safety; and health and well-being. Annual Gender Equality report cards show some groups of Queensland women, particularly those from low socioeconomic backgrounds, experience significant disadvantage compared with others, which increases the impacts of gender inequality particularly in these priority areas.

The department has continued to deliver the Women on Boards initiative aimed at increasing the number of women on boards in the public, private and not-for-profit sectors. Research has shown that diversity of gender on boards provides financial, performance and social benefits. As an illustration of the initiative's success the number of women members of Queensland Government bodies increased to 46 per cent as at 30 June 2018 compared to 37 per cent in 2015-16.

The annual Queensland Women's Week was held in March 2018 celebrating the health and wellbeing of Queensland women and girls. More than \$150,000 in grants was awarded to organisations across Queensland to help deliver events to mark Queensland Women's Week.

The department will continue to engage Queenslanders in achieving gender equality and respect for women and girls in 2018-19. It will enable women's leadership and participation, and engage with agencies and the community to implement the Queensland Women's Strategy.

Performance scorecard

Service standards and other measures	Notes	2016-17 Actual	2017-18 Target/Est	2017-18 Actual
Women, Violence Prevention and Youth Services¹				
Percentage of women appointed to Queensland Government Boards	2	49%	50%	47.5%
Number of domestic and family violence counselling service users with cases closed/finalised as a result of the majority of identified needs being met	3, 4	-	-	28,040
Percentage of youth receiving Youth Support services whose majority of needs have been met	4, 5	-	-	57%
Average cost per hour of Youth Support service delivery	6	-	\$145	\$122

Notes:

1. This is a new service area and was transferred from the former Department of Communities, Child Safety and Disability Services following machinery-of-government changes in December 2017. For information on performance prior to this date, please refer to the annual reports of the former Department of Communities, Child Safety and Disability Services.


2. This measure is a whole of government result monitoring progress for achieving gender equity targets for boards of management approved by the Queensland Government. Gender diversity is recognised as a key determinant in productivity and the provision of better services.

The measure refers to all significant appointments made in the financial year on all Queensland government bodies on the Queensland Register of Appointees other than those 'out of scope' government bodies and positions. The following are considered 'out of scope': (i) bodies established to meet inter-jurisdictional agreements; (ii) full-time or part-time statutory office holders; (iii) courts and tribunals; and (iv) government and non-government ex-officio positions.

3. The domestic and family violence counselling service users who have their case plans closed/finalised at a time in which it is assessed that the majority of identified needs have been met. Needs are considered met when the client has achieved the goals that have been identified in their case plan. These needs may include: (i) increased understanding of the impact of domestic and family violence; (ii) understanding where the responsibility for violent behaviour sits; (iii) how to use the safety plan to reduce risk; (iv) being aware of available resources and how to access help/support; and (v) a professional assessment of reduced risk of domestic and family violence occurring.

Based upon the individual's needs, a service user can have a case closed more than once over the reference period. The count of cases does not therefore equal the number of unique individuals to receive services. Due to the complexity of domestic and family violence issues, a baseline of service users was developed in 2017-18.

4. This measure was baselined and established in 2017-18 so there is no target for 2017-18 (baseline) and there are no reporting figures for previous years.

- 
5. This measures the percentage of Youth Support, Program Support and Case Management and Integrated Response service users who had their case plans closed/finalised as a result of majority of needs being met. Cases remain open during the period of time clients are receiving services until the majority of needs are deemed to have been met. Needs are considered met when the young person has self-assessed they have achieved the goals that they have identified in their case plan. These needs may include stable housing/accommodation, employment, engagement with education, re-connection with family, drug and alcohol support, mental health support and domestic and family violence support.
 6. This measure is calculated by dividing the total amount of funding provided by the department to funded service providers by the total amount of service delivery hours reported across funded service types. Service types are: (i) Information Advice and Referral; (ii) Support and Integrated Response; and (iii) Support and Case Management. The average cost of services is determined by factors such as the volume and mix of service types, the location of services being delivered (e.g. urban, regional, remote) and geographical coverage (e.g. place-based or multiple locations). The average cost per hour has been calculated on established funding arrangements.



Governance, Accountability and Human Resources

Our objectives

- Provide capable, responsive, effective and accountable services.
- Implement new agency operating and organisational arrangements.
- Drive performance improvement through data, learning, reviews, feedback and evaluation.
- Continue to improve learning, development and training opportunities.

Our strategies



Our performance indicators

- Positively engaged staff.
- Capable and diverse workforce.
- Client and stakeholder satisfaction.
- Improved governance practices.
- Active management of key risks.
- Improved use of information in the department through digitisation.

Our achievements

- Implemented the department's new operating and organisational arrangements.
- Encouraged effective leadership, management and workforce planning practices.
- Established a governance framework supporting effective decision-making, integrity and accountability and driving performance improvement.
- Valued staff and enabled them to fully engage in priority reform programs, innovations and improvement initiatives.
- Supported service delivery innovations including *Our Future Ways of Working* blueprint to create a digitally enabled department.
- Built capability in implementing a performance architecture for the department.



First Nations Council

A new era of engagement and culturally informed decision-making within the department began with the formation of the department's First Nations Council.

The First Nations Council was convened to ensure culturally sensitive and respectful consultation and collaboration regarding decisions made on matters of interest to Aboriginal and Torres Strait Islander staff. The council gives Aboriginal and Torres Strait Islander Elders, emerging leaders and other staff a voice at the highest level and leads the cultural capability of the department as custodian of the *Aboriginal and Torres Strait Islander Cultural Capability Action Plan*.

The department's commitment to the three reconciliation themes of relationships, respect and opportunities from the *Queensland Government Reconciliation Action Plan 2018–2021* is reflected in the establishment of the council.

The First Nations Council will continue to work with the Portfolio Executive Board on priorities including: Aboriginal and Torres Strait Islander cultural capability and workforce strategy; redress and healing; and the *Our Way*, child safety, youth justice, youth and women strategies.

Inaugural members of the First Nations Council, pictured from left to right include: Aunty Maureen Ervine; Aunty Helen Dingle; Aunty Sharon Smith; Uncle Adrian Padmore; Aunty Rose Malone; Uncle Leslie Skelton; Aunty Kim Thursby; and Aunty Tracey Motlop. Members not pictured: Aunty Adelina Stanley; Uncle Arnold Wallis; and Aunty Lesley Williams.

NAVIGATE leadership and management program

The department launched its leadership and management program NAVIGATE in June 2018. The program aims to strengthen Queensland's child protection services by improving the leadership and managerial capabilities of child safety service centre managers and team leaders.

NAVIGATE is a key deliverable of the Quality Improvement Program introduced to strengthen child protection service delivery and improve outcomes for children, young people and families.

NAVIGATE is delivered over 10 to 12 months, and is a combination of workshops, e-modules, action learning groups and supervision sessions, supported by workbooks, developmental tools and resources.

The program is designed to complement the department's existing REACH Leadership Framework, Leadership Charter and suite of leadership and performance development programs.

The first workshops in Moreton Region have been well received and it is envisaged that the initiative will be extended to youth justice in the future.

Innovation and technology

In 2017-18, the department successfully implemented the Our Child portal, which is a multi-agency information sharing platform, allowing for faster real-time sharing of information between agencies in the event of children missing from care.

The successful go-live of Phase 1 in March 2018 began the sharing of data between the Department of Child Safety, Youth and Women, the Queensland Police Service, and the Department of Education in an event of children missing in care. Phase 2 will introduce data from Queensland Health, the Office of the Public Guardian and the department's Youth Justice Services in March 2019.

This portal was developed as a result of the Queensland Family and Child Commission's *When a child is missing* report. As at June 2018, Queensland Police Service have performed more than 500 searches, with 178 child safety staff having done 155 searches.

Also in 2017-18, the department rolled out the 'kicbox' mobile application to children and young people in care across the state. The concept of a 'digital memory box' for young people in care was conceived in 2015. Designed in partnership with young people, and for young people, the kicbox solution is a mobile application that acts as a digital memory box where information, documents, photos and memories can be stored securely and accessed from anywhere.

This innovative solution provides children and young people in care with a sense of history, control and connection. Kicbox has four primary features: My Life (current memories and information); My Future (future goals, travel, education and steps towards achieving it); My Documents (birth certificates, school reports and certificates); and Contacts and Support (communication channels between the young person and the Child Safety Officer).

Kicbox complements current child protection practices, opening a contemporary and direct channel between child safety officers and young people, facilitating deeper engagement and trust, and improving young people's self-esteem and sense of belonging.

Building a fairer, more inclusive and harmonious Queensland

Under the *Disability Services Act 2006*, each Queensland Government department is required to develop a Disability Service Plan. The department's *Disability Service Plan 2018–2020* outlines the actions we will take to progress the priorities of the *All Abilities Queensland: opportunities for all* state disability plan.

The plan clearly demonstrates how we will work with our partners to build a fairer, more inclusive Queensland where people with disability, their families and carers are able to access the same opportunities, on the same basis as everyone else. A copy of the plan and annual report on our progress can be found at: <https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications>.

Our story, our future is the Queensland Government's multicultural policy promoting an inclusive, harmonious and united community for Queensland. The policy is being implemented through a three year *Queensland Multicultural Action Plan*.

The policy and action plan are a requirement of the *Multicultural Recognition Act 2016* (the Act) and represent one of three key provisions of the Act, together with establishing the Multicultural Queensland Charter and Multicultural Queensland Advisory Council.

In accordance with section 24 of the Act, a copy of our report on our progress can be found at: <https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications>.

Management and structure

Governance framework

An effective and efficient governance framework provides the best possible mechanisms for making decisions that are accountable, transparent and responsive to ensure delivery of the strategic intent of the department. The department's governance framework was designed around eight key principles and minimum requirements demonstrating how the department meets these minimum requirements.

Principles	Requirements
Solid foundations for management and oversight	Clear strategic, corporate and operational plans
	Regular reporting against plans
	Clear accountability and delegations
	Clear focus on diversity and cultural capability
Committees that add value	Well defined set of committees
	Clearly defined organisational structure
Frameworks for ethical culture	Clear ethics and conduct framework
	Strong fraud and corruption control framework
	Compliance management
Safeguards for integrity in corporate reporting	Parliamentary and organisational governance committees
	Internal and external audit
	Director-General and CFO sign-off of financial reports and statements
Timely and balanced public reporting and disclosure	Annual report
	Continuous disclosure of and access to information
Fair and responsible performance management	Executive performance and development agreements
	Staff performance and development framework
Enterprise risk management approach	Risk management program
	Director-General and CFO sign-off on adequacy of internal controls
Community, stakeholder, client and staff engagement	Community engagement, consultation and communication channels
	Staff satisfaction, engagement and consultation

Governance committee structure

Following the machinery-of-government changes, the department continued its governance through a committee structure based on the former Department of Communities, Child Safety and Disability Services. In May 2018, the Portfolio Executive Board (PEB) approved a new Governance structure based on four key governance tiers: executive governance; leadership and performance governance; corporate governance; and customer and stakeholder voices.

Our **executive governance** committees provide stewardship of the agency's strategic direction and performance, and assurance of conformance with statutory obligations, probity and propriety, regulatory compliance and access, equity, inclusion, diversity and cultural capability. Our executive governance committees are:

- Portfolio Executive Board
- First Nations Council
- Executive Leadership Committee
- Audit and Risk Committee.

Our **leadership and performance governance** committees provide oversight of design, monitoring and review of strategy implementation and service delivery, economy and efficiency, cost-effectiveness, and access, equity, inclusion, diversity and cultural capability. Our leadership and performance governance committees are:

- Child and Family Leadership and Performance Committee
- Youth Leadership and Performance Committee.

Our **corporate governance** committees provide oversight of resources and financial performance, information management and innovation, investment and partnerships, and access, equity, inclusion, diversity and cultural capability. Our corporate governance committees are:

- People and Culture Committee
- Finance and Budget Committee
- Investment and Partnerships Committee
- Information and Innovation Committee
- Fraud and Corruption Control Committee.

Our **customer and stakeholder voices** committees inform vision and strategy, design and implementation, monitoring and review, and access, equity, inclusion, diversity and cultural capability. Our customer and stakeholder voices committees include:

- Child and Family Stakeholder Advisory Group
- Youth Justice Stakeholder Advisory Group
- Agency Consultative Committee
- Various sector forums, including non-government organisations, women, domestic and family violence, youth and community services.

Executive management

The **Portfolio Executive Board** is the key strategic governing body for the department. It drives the department's strategic goals that enable Queenslanders to be safe and thriving in families and communities. It leads a whole-of-department approach to strategy and governance, leadership and performance, and risk management, and provides the right conditions to drive innovation and continuous improvement, while developing and fostering senior leadership talent.

Portfolio Executive Board members promote a collegiate culture, encourage robust discussion and exemplify the values of the public sector and the department's commitment to growing our cultural capabilities. Portfolio Executive Board members as at 30 June 2018 are listed below.

Michael Hogan, Director-General (Chair), BA (Hons), LLB

Michael was appointed as Director-General, Department of Communities, Child Safety and Disability Services in April 2014 and as the Director-General for the Department of Child Safety, Youth and Women since late 2017.

Michael has held various senior executive roles in the department and its predecessors, as well as in the departments of the Premier and Cabinet in Queensland and New South Wales since 1997.

Michael also spent 10 years in the non-government sector and has served on a number of community sector and government boards. He commenced his career three decades ago working on the reform of child welfare and juvenile justice legislation in New South Wales.

Amanda Currie, Acting Deputy Director-General, Service Delivery, BSocSc (Human Services)

Amanda was appointed as Regional Executive Director, South East Region, Department of Communities, Child Safety and Disability Services in 2009.

Amanda has been actively engaged in the youth and community care sector since 1995 as a Family Services Officer for the then Department of Families, Youth and Community Care at the Inala and Goodna offices. Amanda gained a wide range of policy development and implementation experience in areas as diverse as youth justice, child protection and violence prevention. In 2009, she was appointed Regional Director, Child Safety, Youth and Families in Brisbane Region. Amanda has recently acted as Deputy Director-General, Service Delivery, Department of Child Safety, Youth and Women.

Leigh Roach, Deputy Director-General, Strategy, BA (Economics), GradDip Securities Institute of Australia

Leigh was appointed as Deputy Director-General in the former Department of Communities, Child Safety and Disability Services in May 2015 and is now the Deputy Director-General, Strategy.

Leigh has worked in senior positions in both Australian and state governments and developed expertise in trade, industry, innovation, employment and consumer policy and programs.

Leigh also has expertise in managing organisational change and has facilitated major change processes in service delivery for business and across the public sector.

Arthur O'Brien, Assistant Director-General, Corporate Services, FCPA FIPA, MBus (Professional Accounting), BBus (HRM)

Arthur was appointed Assistant Director-General, Corporate Services on 3 May 2018, following appointment as the Chief Finance Officer for the new department from 12 December 2017 to 3 May 2018. Prior to this he was Chief Financial Officer of the former Department of Communities, Child Safety and Disability Services.

Arthur has more than 36 years' experience in the Queensland Government with 20 years' experience in senior management roles. Arthur has held a variety of senior executive positions across a number of Queensland Government agencies with experience in strategic management, planning, policy, risk management, finance and business continuity, as well as leading a number of major change projects for the Queensland Government.

In 2008, Arthur was awarded the Distinguished Service Medal for his commitment and contribution to the Queensland Ambulance Service and the Queensland community.

Darrin Bond, Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery, BSc (IT/Mathematics)

Darrin has more than 31 years' experience working in government and executive management roles. In 1997, Darrin was appointed as Chief Information Officer (CIO), Department of Treasury.

In 2002, Darrin managed the creation of CorpTech and the associated IT frameworks for the Shared Services initiative. He led the implementation of the whole-of-government shared services solutions until moving to the Department of Communities, Child Safety and Disability Services in 2007 to lead the department's ICT portfolio.

In 2012, Darrin was appointed as the CIO of the former Department of Communities, Child Safety and Disability Services.

In 2018, Darrin was appointed to the role of Assistant Director-General and CIO for the new Department of Child Safety, Youth and Women. His division, Information, Innovation and Recovery, also provides ICT services and support for the Department of Communities, Disability Services and Seniors, and the Department of Aboriginal and Torres Strait Islander Partnerships through memoranda of understanding.

In this key role Darrin has overseen a number of strategic initiatives, including moving services to the cloud, automation of ICT service delivery, integrating data across government agencies to assist in the search for missing children and digitising services across the child protection system to staff, partners, foster carers and vulnerable children.

Darren Hegarty, Acting Senior Executive Director, Youth Justice Services

Darren is the Acting Senior Executive Director for Youth Justice Services. Darren has worked in various human services agencies with Queensland Government for 27 years, commencing as a Child Care Officer in Mt Isa and worked across North Queensland for 10 years. Darren was appointed Regional Director for Child Safety in 2013.

Darren has implemented a number of major reforms in both the child safety and youth justice systems. He has a wide range of leadership experience in service delivery, policy development and program management with a significant focus on change management.

Arna Brosnan, Regional Executive Director, North Queensland Region, BSocWk, LLB

Arna was appointed as Regional Executive Director, North Queensland Region in November 2016. Prior to this appointment, Arna was Regional Director, Child and Family Services, Far North Queensland since 2009. She has extensive experience in both the child protection and youth justice sectors.

Arna has worked in the human services sector across Far North and North West Queensland leading structural changes and practice reform principally in the child protection sector. Arna is an executive lead for the Cairns Safer Streets, a cross government initiative to improve outcomes in particular locations in Cairns.

Sandra Moore, Regional Executive Director, North Queensland Region, BSc, GradDipMgmt, MBA

Sandra commenced as Regional Executive Director, North Queensland Region in January 2015. She came to the department following her role as Chief Operating Officer for the Central and North West Queensland Medicare Local since 2011. Prior to that, Sandra was the Regional Manager for the Cancer Council Queensland from 2009.

Sandra's earlier career was in management roles in engineering companies, including The Shell Company of Australia. Sandra is a graduate of the Australian Institute of Company Directors and a Fellow of the Institute of Managers and Leaders.

Michael Shearer, Regional Executive Director, Central Queensland Region, BHumanMovSt

Michael has more than 32 years' experience in the human services sector having worked within several Queensland Government departments throughout the state. He was first appointed to the role of Regional Executive Director in 2005.

He has delivered, managed and led child protection, youth justice, social housing, disability and community services during his long career.

Michael is an ANZSOG fellow, a coordinating member of the OneGovCQ Leadership Group and Chair of the Every Child CQ Community Leadership Board.

Julieann Cork, Regional Executive Director, Moreton Region, BSocWk

Julieann was appointed to the role of Regional Executive Director, Moreton Region in September 2016. Prior to this, Julieann was the Regional Director, Child and Family Services, North Coast Region since September 2010.

She commenced in the department in 1999 following work as a Clinical Social Worker in the Mater Hospitals, Brisbane. Julieann has held leadership roles across a wide range of the department's business areas, including strategic policy, program development, service development, legislative and funding reform units. Immediately prior to moving to North Coast Region, she was Director of the Right to Information, Information Privacy and Screening unit.

Tracey Ryan, Acting Regional Executive Director, South East Region, BPsych (Hons)

Tracey has been employed as the Regional Director, Child and Family and Adoption Services (Gold Coast and Bayside) since 2016. Most recently Tracey has acted as the Regional Executive Director, South East Region.

Tracey has worked in human services for more than 26 years including in service delivery for mental health and child protection and the development and implementation of policy, program and commissioning functions for a broad range of human services delivered in Queensland.

Prior to her position as Regional Director, Tracey was employed as Director, Child and Family in South East Region from 2012 to 2016 and Regional Director for Community Services and Sport and Recreation in the former Department of Communities for a number of years previous to this. Tracey has also worked in leadership positions in Queensland Treasury and the Department of Housing and Public Works, and has extensive experience in developing and leading non-government organisations.

Bernadette Harvey, Acting Regional Executive Director, South West Region, BA (Welfare and Psych), BSc (Psych), LLB, EMPA

Bernadette commenced as Acting Regional Executive Director, South West Region in April 2018. Prior to this, Bernadette was the Executive Director in Child and Family Reform since 2016.

Bernadette joined the department in 1992 as a child care officer working in statutory child protection and juvenile justice. Over the past 26 years, she has worked in a variety of direct service delivery and leadership positions across both youth justice and child protection. Bernadette commenced in Senior Officer roles within the department in 2009 and in 2011 was appointed Regional Director, Central Queensland Region.

Danny Short, Chief Finance Officer, Financial Services, FCPA BCom

Danny was appointed the Chief Finance Officer, Department of Child Safety, Youth and Women in March 2018.

Danny has almost 30 years' experience in accounting, governance and financial management across a broad range of Queensland Government organisations. In the past 15 years at a senior management level, he has been responsible for corporate and strategic governance, financial performance, budget management and strategy together with risk management, business services and procurement.

Danny provides expert advice and support to the department in relation to financial and resource management, budget strategy, statutory financial reporting and policy, and governance. Danny works collaboratively with colleagues from across government including Queensland Treasury, Department of the Premier and Cabinet and the Queensland Audit Office.

Shannon Cook, Acting Executive Director, People and Culture, and Chief Human Resources Officer

Shannon is currently Executive Director, People and Culture, and Chief Human Resources Officer. Since commencing in the role in March 2018, Shannon has developed and implemented the operating model for the newly formed People and Culture branch and has placed a strategic focus on recruitment and retention, safety and well-being, cultural capability and diversity, industrial stability and performance, and organisational development. Shannon is an experienced and qualified HR professional with more than 15 years' experience and is a Certified HR Professional with the Australian HR Institute. Shannon has worked in a range of senior leadership roles in state and federal government and won the Anthea Kerr award from IPAA in 2014 for achievement in NSW Government. Shannon has a Graduate Certificate in Business Administration and a Certificate in Government Effectiveness from Kennedy School of Government, Harvard University.

Public service values and ethics

The department has embraced the Queensland public sector values, which define the way we do business. We pursue a positive organisational culture that fosters a high performing, impartial and productive workforce to actively support Queensland's most vulnerable people.

We are committed to the highest level of ethical conduct and promote a culture that reflects the department's integrity framework, ensuring any allegation of corrupt conduct is taken seriously and thoroughly assessed. Public service values and ethics are reflected in our departmental policies, procedures and plans. The department also regularly provides ethical decision-making education to all staff with a total of 1635 staff completing the ethics related training during 2017-18.

Allegations of corrupt conduct, or breach of the *Code of Conduct for the Queensland Public Service* or certain legislation are referred to the department's Professional Standards unit to ensure all allegations are properly assessed. The matter is assessed with consideration given to the definition of corrupt conduct outlined in section 15 of the *Crime and Corruption Act 2001* and the *Public Interest Disclosure Act 2010*.

Since its establishment, the department finalised:

- 11 corrupt conduct matters for Child and Family Services
- 2 corrupt conduct matters for Youth Justice Services
- No corrupt conduct matters relating to Women, Violence Prevention and Youth Services.



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Risk management and oversight

Risk management

The *Financial Accountability Act 2009* requires the accountable officer to establish and maintain appropriate systems of internal control and risk management. The new governance arrangements ensure risks are considered at all levels of the department, with the Audit and Risk Committee providing oversight of the effective performance of the department's risk management framework.

The framework, based on the recently revised international standard *ISO 31000:2018 Risk management guideline*, outlines a consistent method of managing risk across the organisation. The risk management program has been designed to ensure the risks facing the department are identified and managed, in an effective, structured and coordinated way. Mitigation plans and a robust control environment ensure risk management is a contributory factor in the successful achievement of our objectives.

The department's strategic risks have been revised in-line with the updated strategic plan. The department manages its financial risks and liabilities by reviewing financial performance through our governance framework. The Audit and Risk Committee, supported by the Fraud and Corruption Control Committee, provides risk guidance and leadership around audit activities, audit recommendations, financial reporting, fraud and corruption, internal controls and compliance.

Audit and Risk Committee and internal audit

The department's Audit and Risk Committee, with responsibility for overseeing the performance of the internal audit function, meets quarterly and is chaired by an external member. It had its inaugural meeting in March 2018.

The department receives its internal audit and compliance services from the Department of Communities, Disability Services and Seniors (DCDSS). The arrangement is formalised under a Memorandum of Understanding, which provides independence of departmental management and external auditors. The internal audit function is undertaken in accordance with a strategic internal audit plan approved by the Director-General. The Internal Audit Charter is consistent with relevant legislation, better practice guides and international internal auditing standards.

In 2017-18, the delivery of internal audit reports on time and on budget has provided independent assurance over identified risk exposures for the department including: Legislative Compliance Framework; Child Safety Licensing and Inspection Tools; Child Safety Information Management; and WHS for Frontline Staff. Internal Audit's assurance activities complement departmental monitoring practices and oversight from external regulators and central agencies.

External scrutiny

The department is subject to a number of external review bodies, including Queensland Audit Office, State Coroner, Crime and Corruption Commission and Queensland Ombudsman. Significant 2017-18 audits and reviews that relate to the new department are outlined below.

Queensland Audit Office reports tabled in the Queensland Parliament

The Queensland Audit Office is the independent auditor of the Queensland public sector. They conduct financial audits and performance audits to provide public confidence in the reliability of public sector entity financial statements and operating performance. The following reports are applicable to the department:

Audit report	Audit remediation
<i>Report 8: Confidentiality and disclosure of government contracts</i>	The department is procuring a contract management and social investment management system that will provide a significant improvement in contract related data.
<i>Report 6: Fraud risk management</i>	The department has established a Fraud and Corruption Control Committee under the Audit and Risk Committee to provide operational oversight of the department's fraud and corruption prevention program, assurance around the effectiveness of the fraud and corruption control plan and fraud risk mitigation.

For a complete list of reports tabled by the Queensland Audit Office visit:
<https://www.qao.qld.gov.au/reports-resources/parliament>.

State Coroner

Under the *Coroners Act 2003*, coroners are responsible for investigating reportable deaths that occur in Queensland. On occasion the coroner may decide to hold an inquest and make recommendations to prevent similar deaths. The department's Legal Services branch directly manages the department's response where the Coroner is interested in actions of the department.

The Coroner made no recommendations for the department in 2017-18.

Crime and Corruption Commission

The Crime and Corruption Commission (CCC) aims to reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*.

The CCC made no recommendations for the department in 2017-18.

Queensland Ombudsman report

The Queensland Ombudsman's role is to give people a timely, effective and independent way to have administrative actions of agencies investigated; improve the quality of decision-making and administrative practice in government agencies; and provide oversight of the *Public Interest Disclosure Act 2010*.

The Queensland Ombudsman made no recommendations for the department in 2017-18. *The Indigenous birth registration report* (June 2018) made references to birth certificate practices. The department will consider suggested improvements relevant to these practices.

Queensland Family and Child Commission

The Queensland Family and Child Commission (QFCC) works collaboratively to influence change so Queensland is a safe place where children, young people and their families thrive in supportive communities. It keeps a check on the system through reviews, research and by listening to children, families and communities. While no reports were released since the department was established, implementation of relevant previous QFCC recommendations has continued.

Office of the Public Guardian

The Office of the Public Guardian (OPG) provides a visiting program to protect the rights and interests of children and young people in care and at visitable sites, including youth detention centres and adult corrective services facilities. This is complemented by the Public Guardian's child advocate program. Both of these services aim to help children and young people to resolve issues and disputes, make complaints, and provide support for them in court proceedings and other processes where decisions are to be made in relation to their care.

Child death reviews

Queensland has a two-tiered review system for reviewing involvement with children and young people known to the department who have died.

Internal

The department undertakes systems and practice reviews of its involvement following the serious physical injury or death of a child who is known to the department in the year prior to their injury or death or at the request of the Minister. Systems and practice reviews are conducted in accordance with Chapter 7A of the *Child Protection Act 1999* and focus on facilitating ongoing learning and improvement in the provision of services and promoting the accountability of the department.

External

Independent and external Child Death Case Review Panels review the department's reviews as the second tier of the review system. Findings from Child Death Case Review Panels are used by the department to inform improvements to practice and implementation of the reform program.

In accordance with section 246HL of the *Child Protection Act 1999*, within three months after the end of each financial year, the Director-General will prepare, and give to the Minister, a report about the operations of review panels during the financial year and actions taken during the financial year in response to reports given to the Director-General.

Workforce planning and performance

Workforce profiles

The new department brought together key functions and services that enabled a connected and more holistic approach to the complex and interrelated needs of the community. Since the machinery-of-government changes, in conjunction with the Department of Communities, Disability Services and Seniors, the department has progressed the realignment of staffing structures to strengthen these connections.

Our staff are dedicated and passionate about providing professional support to some of Queensland's most vulnerable people, and we continue to grow our workforce to improve our services with almost 90 per cent of all staff employed in either frontline or frontline support roles.

The service delivery breakdown of our 4697 full-time equivalent staff is highlighted below.

Service Delivery	Department Total
Frontline and frontline support	4220 (89.85%)
Corporate	477 (10.15%)
Total	4697 (100%)

A breakdown of our full-time equivalent employment status is as follows:

- 3670 permanent staff (78.14% of the total staff)
- 820 temporary staff (17.45% of the total staff)
- 28 contract staff (0.60% of the total staff)
- 179 casual staff (3.81% of the total staff).

The department's employment diversity (as at 22 June 2018) compared to the Queensland Public Sector (QPS) benchmark average (as at the quarter ended 31 March 2018) is detailed below.

Diversity category	Department ¹	QPS average
Gender Diversity – Women	74.56%	69.44%
Culturally and linguistically diverse	9.20%	9.69%
Aboriginal and/or Torres Strait Islander	6.51%	2.09%
People experiencing disability	2.01%	2.61%

Notes:

1. As at pay period ended 22 June 2018, the Equal Employment Opportunity response rate was 78% for the department compared to the Public Service Commission target response rate of 85%.

Workforce capability strategy

Our people are vital, valued and our most important asset. Frontline child protection staff deal with serious domestic and family violence, substance misuse, mental health, sexual abuse and other complex matters to keep children safe. Our frontline youth justice staff also face complex challenges including mental health issues, trauma backgrounds, developmental issues and the potential for displays of violence.

The department is highly committed to developing and supporting its staff through contemporary learning platforms that make learning relevant, accessible and engaging. The department has targeted five strategic priorities to develop a skilled and capable workforce:

- recruitment and retention
- safety and well-being
- cultural capability and diversity
- industrial stability and performance
- organisational development.

All staff undertake mandatory training on corporate induction, ethical decision making, code of conduct, information privacy, record keeping awareness, domestic and family violence and information security. Cultural capability is a prominent training focus as we continue to build the capability of staff in the cultures of Aboriginal peoples and Torres Strait Islander peoples, and multiculturalism.

Investment in management and leadership skills is also a priority with the department launching its NAVIGATE program to complement existing leadership and performance development programs. Our leadership charter outlines expected behaviours and outcomes from leaders, including:

- **Authenticity** – We build and sustain honest and respectful relationships.
- **Connection** – We collaborate with our stakeholders and engage with our staff to build capability.
- **Stewardship** – We deliver a customer centred approach and perform within an ethical framework.
- **Value** – We are passionate and proud and we recognise our diversity by building cultural competence.

Staff performance development

The department's Achievement and Capability Planning process has continued to be critical in establishing measures for staff performance and identifying development needs. Staff negotiate an annual Achievement and Capability Plan with their supervisor. Throughout the year discussions between staff and supervisors consider an individual's current role and performance, as well as their future career ambitions and opportunities for development.

Workforce attraction, recruitment and retention

There remains a strong focus on supporting our highly skilled and dedicated staff. We continually invest in their wellbeing through a broad range of professional workplace health services for staff and their family members. The absenteeism rate for staff for the quarter ended 31 March 2018 was 3.94 per cent. The Queensland Public Sector (QPS) benchmark was 4.11 per cent.

Early retirement, redundancy and retrenchment

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

Complaints management, information systems and recordkeeping

Complaints management system

The department provides a complaints management system, in accordance with 219A of the *Public Service Act 2008*, allowing clients and the general public the opportunity to voice their satisfaction or dissatisfaction with our services. From 1 January to 30 June 2018, the department received 404 complaints, relating to the following service areas:

Portfolio	2017-18
Child and Family Services	310
Youth Justice Services	92
Women, Violence Prevention and Youth Services	2
Total	404

In accordance with section 219A of the *Public Service Act 2008*, by 30 September each year we are required to publish the following information on the department's website:

- number of customer complaints received by the department in the year
- number of those complaints resulting in further action
- number of those complaints resulting in no further action.

This information can be found at: <https://www.csyw.qld.gov.au/contact-us/compliments-complaints>.

Information systems and recordkeeping

As a Queensland Government agency, we meet the accountability requirements of the *Public Records Act 2002*, as well as other whole-of-government policies and standards, including *Information Standard 40: Recordkeeping* and *Information Standard 31: Retention and disposal of public records*.

During 2017-18, the department demonstrated its commitment to compliant recordkeeping practices by:

- ensuring the life-cycle management of all departmental public records was undertaken in accordance with legislative requirements
- continuing data cleansing of recordkeeping systems to ensure quality and integrity of records
- providing timely and effective state wide recordkeeping awareness and process
- providing training to departmental staff
- providing ongoing recordkeeping support to departmental staff
- continuation and progression of the Destination Information project, which will create a single repository for departmental records, reducing the administrative burden and improving information sharing within and across the sector.



Financial Statements

- The Financial Statements are for the period 1 January to 30 June 2018, which reflects the part year effect of the machinery-of-government changes. Accordingly, caution should be exercised when comparing financial years.
- Financial statements for incoming service areas for the period 1 July to 31 December 2018 can be found in the annual reports for the Department of Communities, Disability Services and Seniors and the Department of Justice and Attorney-General.

Department of Child Safety, Youth and Women
Financial Statements
for the period 1 January 2018 to 30 June 2018

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Department of Child Safety, Youth and Women
Statement of Comprehensive Income - Controlled
for the period 1 January 2018 to 30 June 2018

		Actual \$'000	Adjusted Budget ^ \$'000	Budget Variance \$'000
OPERATING RESULT				
Income from Continuing Operations				
Appropriation revenue	B1-1	779,332	760,086	19,246
User charges and fees		8,952	3,746	5,206
Grants and other contributions		1,076	612	464
Other revenue	B1-2	4,681	17	4,664
Total Revenue		794,041	764,461	29,580
Total Income from Continuing Operations		794,041	764,461	29,580
Expenses from Continuing Operations				
Employee expenses	B2-1	230,794	235,981	(5,187)
Supplies and services	B2-2	462,220	443,595	18,625
Grants and subsidies	B2-3	73,708	70,545	3,163
Depreciation and amortisation		10,991	12,495	(1,504)
Impairment losses		218	1,845	(1,627)
Other expenses	B2-4	1,102	-	1,102
Total Expenses from Continuing Operations		779,033	764,461	14,572
Operating Result from Continuing Operations		15,008	-	15,008
Operating Result for the Year		15,008	-	15,008
Other Comprehensive Income				
Items that will not be reclassified to Operating Result				
Increase/(decrease) in asset revaluation surplus	C7-3	699	-	699
Total Items that will not be reclassified to Operating Result		699	-	699
Total Other Comprehensive Income		699	-	699
Total Comprehensive Income		15,707	-	15,707

^ These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament

The accompanying notes form part of these financial statements.

Department of Child Safety, Youth and Women
Statement of Comprehensive Income by Major Departmental Services - Controlled
for the period 1 January 2018 to 30 June 2018

	Child and Family Services	Youth Justice Services	Women, Violence Prevention and Youth Services	General - Not Attributed ^a	Total
	2018	2018	2018	2018	2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations					
Appropriation revenue	603,197	106,379	69,756	-	779,332
User charges and fees	225	353	68	8,306	8,952
Grants and other contributions	287	177	612	-	1,076
Other revenue	4,277	376	28	-	4,681
Total Revenue	607,986	107,285	70,464	8,306	794,041
Total Income from Continuing Operations	607,986	107,285	70,464	8,306	794,041
Expenses from Continuing Operations					
Employee expenses	150,349	69,922	6,870	3,653	230,794
Supplies and services	370,362	28,026	59,179	4,653	462,220
Grants and subsidies	70,730	2,117	861	-	73,708
Depreciation and amortisation	3,184	6,872	935	-	10,991
Impairment losses	182	36	-	-	218
Other expenses	713	158	231	-	1,102
Total Expenses from Continuing Operations	595,520	107,131	68,076	8,306	779,033
Operating Result from Continuing Operations	12,466	154	2,388	-	15,008
Operating Result for the Year	12,466	154	2,388	-	15,008
Other comprehensive Income					
Items that will not be reclassified to Operating Result					
Increase (decrease) in asset revaluation surplus	682	-	17	-	699
Total Items that will not be reclassified to Operating Result	682	-	17	-	699
Total other comprehensive Income	682	-	17	-	699
Total Comprehensive Income	13,148	154	2,405	-	15,707

^a Transactions are related to the Memorandum of Understanding in providing services to the Department of Communities, Disability Services and Seniors (DCCSS) and the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIIP).

Department of Child Safety, Youth and Women
 Balance Sheet - Controlled
 as at 30 June 2018

		Actual \$'000	Adjusted Budget ^ \$'000	Budget Variance* \$'000
Current Assets				
Cash and cash equivalents	C1	86,482	25,835	60,647
Receivables	C2	28,336	12,648	15,688
Inventories		651	650	1
Other current assets		7,101	3,192	3,909
Total Current Assets		122,570	42,325	80,245
Non-Current Assets				
Receivables	C2	4,507	-	4,507
Property, plant and equipment	C3	379,891	387,414	(7,523)
Intangibles	C4	24,673	14,753	9,920
Other non-current assets		339	424	(85)
Total Non-Current Assets		409,410	402,591	6,819
Total Assets		531,980	444,916	87,064
Current Liabilities				
Payables	C5	54,128	12,334	41,794
Accrued employee benefits	C6	21,615	15,477	6,138
Provisions		1,566	376	1,190
Other current liabilities		1,280	249	1,031
Total Current Liabilities		78,589	28,436	50,153
Non-Current Liabilities				
Payables	C5	4,924	519	4,405
Provisions		1,231	1,073	158
Total Non-Current Liabilities		6,155	1,592	4,563
Total Liabilities		84,744	30,028	54,716
Net Assets		447,236	414,888	32,348
Equity				
Contributed equity		431,529	414,888	16,641
Accumulated surplus		15,008	-	15,008
Asset revaluation surplus by asset class		699	-	699
Total Equity		447,236	414,888	32,348

[^] These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament

* An explanation of major variances is included at Note E1-1.

The accompanying notes form part of these financial statements.

Department of Child Safety, Youth and Women
Statement of Assets and Liabilities by Major Departmental Services - Controlled
as at 30 June 2018

	Child and Family Services 2018 \$'000	Youth Justice Services 2018 \$'000	Women, Violence Prevention and Youth Services 2018 \$'000	General - Not Attributed ^a 2018 \$'000	Total 2018 \$'000
Current Assets					
Cash and cash equivalents	74,518	7,185	4,779	-	86,482
Receivables	16,838	2,439	941	8,118	28,336
Inventories	-	651	-	-	651
Other current assets	5,746	437	918	-	7,101
Total Current Assets	97,102	10,712	6,638	8,118	122,570
Non-Current Assets					
Receivables	3,484	-	1,023	-	4,507
Property, plant and equipment	38,260	330,398	11,233	-	379,891
Intangibles	19,073	-	5,600	-	24,673
Other non-current assets	-	339	-	-	339
Total Non-Current Assets	60,817	330,737	17,856	-	409,410
Total Assets	157,919	341,449	24,494	8,118	531,980
Current Liabilities					
Payables	46,106	2,045	5,977	-	54,128
Accrued employee benefits	15,859	5,095	661	-	21,615
Provisions	-	1,566	-	-	1,566
Other current liabilities	1,065	215	-	-	1,280
Total Current Liabilities	63,030	8,921	6,638	-	78,589
Non-Current Liabilities					
Payables	3,484	417	1,023	-	4,924
Provisions	1,009	73	149	-	1,231
Total Non-Current Liabilities	4,493	490	1,172	-	6,155
Total Liabilities	67,523	9,411	7,810	-	84,744

^a Transactions are related to the Memorandum of Understanding in providing services to the DCCSS and DATSIP.

Department of Child Safety, Youth and Women
Statement of Changes in Equity - Controlled
for the period 1 January 2018 to 30 June 2018

	Contributed Equity \$'000	Accumulated surplus \$'000	Asset Revaluation Surplus (Note C7-3) \$'000	Total \$'000
Operating Result				
Operating result from continuing operations	-	15,008	-	15,008
Other Comprehensive Income				
- Net increase in asset revaluation surplus (Note C7-3)	-	-	699	699
Total Comprehensive Income for the Year	-	15,008	699	15,707
Transactions with Owners as Owners				
- Net equity withdrawals (Note C7-2)	(4,071)	-	-	(4,071)
- Net transfers in/(out) from other Queensland Government entities - other (Note A3)	435,600	-	-	435,600
Net Transactions with Owners as Owners	431,529	-	-	431,529
Balance as at 30 June 2018	431,529	15,008	699	447,236

The accompanying notes form part of these financial statements.

Department of Child Safety, Youth and Women
Statement of Cash Flows - Controlled
for the period 1 January 2018 to 30 June 2018

		Actual	Adjusted	Budget
		\$'000	Budget ^	Variance*
			\$'000	\$'000
Cash Flows from Operating Activities				
<i>Inflows:</i>				
Service appropriation receipts		783,414	756,150	27,264
User charges and fees		7,808	10,524	(2,716)
Grants and other contributions		1,076	612	464
GST input tax credits received from ATO		27,091	-	27,091
GST collected from customers		277	-	277
Other		4,797	-	4,797
<i>Outflows:</i>				
Employee expenses		(221,790)	(231,136)	9,346
Supplies and services		(455,089)	(460,763)	5,674
Grants and subsidies		(73,798)	(72,192)	(1,606)
GST paid to suppliers		(28,739)	-	(28,739)
GST remitted to ATO		(277)	-	(277)
Other		(709)	(1,585)	876
Net Cash Provided by Operating Activities	CF-1	44,061	1,610	42,451
Cash Flow from Investing Activities				
<i>Outflows:</i>				
Payments for property, plant and equipment		(20,087)	(40,171)	20,084
Payments for intangible assets		(5,086)	-	(5,086)
Net Cash Used in Investing Activities		(25,173)	(40,171)	14,998
Cash Flows from Financing Activities				
<i>Inflows:</i>				
Equity injections		22,373	28,091	(5,718)
<i>Outflows:</i>				
Equity withdrawals		(24,427)	(15,360)	(9,067)
Net Cash Provided by Financing Activities		(2,054)	12,731	(14,785)
Net increase in cash and cash equivalents		16,834	(25,830)	42,664
Increase (decrease) in cash and cash equivalents through restructuring	A3	69,648	-	69,648
Cash and Cash Equivalents - Opening balance		-	51,665	(51,665)
Cash and Cash Equivalents - Closing balance	C1	86,482	25,835	60,647

^ These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in

* An explanation of major variances is included at Note E1-2.

The accompanying notes form part of these financial statements.

Department of Child Safety, Youth and Women
 Statement of Cash Flows - Controlled
 for the period 1 January 2018 to 30 June 2018

Notes to the Statement of Cash Flows

CF-1 Reconciliation of Operating Result to Net Cash Provided by
 Operating Activities - Controlled

	2018 \$'000
Operating Result for the Year	15,008
<i>Non-cash items included in operating result</i>	
Depreciation and amortisation expense	10,991
Impairment losses	158
Social benefit provisions	1,566
Make good provisions	72
<i>Change in assets and liabilities</i>	
(Increase) decrease in GST input tax credits receivable	(1,647)
(Increase) decrease in receivable	(3,263)
(Increase) decrease in other assets	(1,267)
Increase (decrease) in payables	18,132
Increase (decrease) in accrued employee benefits	4,364
Increase (decrease) in other liabilities	(53)
Net Cash Provided by Operating Activities	44,061

A1 Preparation Information - Basis of Financial Statement Preparation

A1-1 The Reporting Entity

The Department of Child Safety, Youth and Women (the department) is a Queensland Government department established under the Public Service Act 2008 and controlled by the State of Queensland, which is the ultimate parent. The department was established on 12 December 2017 as a result of the Public Service Departmental Arrangements Notice (No. 4) 2017, dated 21 December 2017.

The head office of the department is 1 William Street, Brisbane QLD 4000.

The department has considered its power over funded non-government organisations, its exposure or rights (eg protective and substantive rights) to variable returns from its involvement with those entities and the ability to use its power to affect return amounts (eg ability to direct relevant major activities). The department has not entered into any contractual arrangements which involve the sharing of control or significant influence over another entity. As a result, the department has determined that it does not control any other entity and has no interests in unconsolidated structured entities.

The financial statements include the value of all revenues, expenses, assets, liabilities and equity of the department.

The major departmental services undertaken by the department are disclosed in the Statement of Comprehensive Income by Major Departmental Services - Controlled, and are further detailed in Note A2 Departmental Objectives.

A1-2 Compliance with Prescribed Requirements

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2017.

The department is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards applied for the first time in these financial statements are outlined in Note A1-8.

A1-3 Presentation

Currency and Rounding

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparatives

The department was established as a result of the Public Service Departmental Arrangements Notice (No. 4) 2017, effective 1 January 2018 so the department has no comparative reporting for the 2017-18 financial year.

Current/Non-Current Classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Balance Sheet and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

A1 Basis of Financial Statement Preparation (continued)

A1-3 Presentation (continued)

Measurement

The historical cost convention is used unless fair value is stated as the measurement basis. Provisions expected to be settled 12 months or more after the reporting date are measured at their present value. Inventories are measured at the lower of cost and net realisable value.

A1-4 Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the Management Certificate.

A1-5 Controlled and Administered Transactions and Balances

Transactions and balances are controlled by the department where they can be deployed for the achievement of the departmental objectives.

The department administers, but does not control, certain activities on behalf of the Government. In doing so, it has responsibility for administering those activities efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives. The department's administered ledger is used to administer the recently commenced National Redress Scheme for survivors of institutional child sexual abuse (Queensland) and the settlement of the racial discrimination claims made to the Australian Human Rights Commission.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless stated otherwise.

A1-6 Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. GST credits receivable from, and GST payable to, the ATO are recognised (refer to Note C2).

A1-7 Accounting Estimates and Judgments

Critical judgements, estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

Note C3-6	Fair Value Measurement
Note C3-7	Basis For Fair Values of Assets
Note G1-3	Administered - Provisions

A1-8 First Year Application of New Accounting Standards or Change in Accounting Policy

The department did not voluntarily change any of its accounting policies during 2017-18. No Australian Accounting Standards have been early adopted for 2017-18.

Accounting Standards Applied for the First Time

AASB 2016-4 Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash Generating Specialised Assets for not-for-Profit Entities simplified and clarified the impairment testing requirements under AASB 136 for non-cash generating assets held by NFP entities. This amendment has not changed any reported amounts. References to the Depreciated Replacement Costs have been replaced with Current Replacement Cost in line with these amendments.

A2 Departmental Objectives

The department aims to achieve its vision for Queenslanders to be safe and thriving in families and communities, through the following objectives:

- enable Queensland families and children to be safe and well
- enable young Queenslanders to avoid offending
- enable Queenslanders to be safe and recover from domestic, family and sexual violence
- enable young Queenslanders to thrive
- enable Queensland women and girls to thrive.

The department's key objectives are:

- **Child and Family Services** - to enable families to safely care for their children and to provide services to ensure the safety, belonging and well-being of children and young people not able to be cared for by their families.
- **Youth Justice Services** - to keep the community safe by working together with partner agencies to prevent youth crime, act early to rehabilitate and reconnect young people to a life without crime, and support young people.
- **Women, Violence Prevention and Youth Services** - to prevent and respond to domestic and family violence and sexual assault; enable young people experiencing vulnerability to address risk factors; and ensure that young people, and women and girls across all cultures, backgrounds and age groups, fully participate in the social, economic and broader community of Queensland.

The department is funded for the departmental services it delivers principally by parliamentary appropriations.

A3 Machinery-of-Government (MoG) Changes

The Department of Child Safety, Youth and Women (DCSYW) was established to assume child safety, youth and women related functions transferred from the former Department of Communities, Child Safety and Disability Services (DCCSDS) and youth justice related functions transferred from the Department of Justice and Attorney-General (DJAG). These transfers were published in the Public Service Departmental Arrangements Notice (No. 4) dated 21 December 2017. Transactions from the 12 December 2017 to 31 December 2017 are being reported in the financial statements of the transferring department, DCDSS and DJAG and are excluded in the department's financial statements.

Transfers in - Controlled Activities

Details of Transfer: The Adoption, Child Protection Services, Prevention of Domestic and Family Violence, Women's Policy and Office for Women functions and Youth Affairs were transferred from the former DCCSDS to DCSYW.

Youth Justice functions were transferred from DJAG to DCSYW.

The assets and liabilities transferred to DCSYW as a result of this change were as follows:

	DCCSDS \$'000	DJAG \$'000	Total \$'000
Assets			
<i>Current</i>			
Cash	62,916	6,732	69,648
Receivables	20,130	3,295	23,425
Inventories	-	650	650
Other current assets	5,508	331	5,839
<i>Non-Current</i>			
Receivables	1,473	-	1,473
Property, plant and equipment	49,816	319,570	369,386
Intangible assets	20,541	-	20,541
Other non-current assets	-	424	424
	<u>160,384</u>	<u>331,002</u>	<u>491,386</u>

A3 Machinery-of-Government (MoG) Changes (continued)

Transfers in - Controlled Activities (continued)

	DCCSDS \$'000	DJAG \$'000	Total \$'000
Liabilities			
<i>Current</i>			
Payables	32,222	1,844	34,066
Accrued employee benefits	12,673	4,577	17,250
Other current liabilities	1,118	203	1,321
<i>Non-Current</i>			
Payables	1,472	-	1,472
Provisions	1,158	519	1,677
	<u>48,643</u>	<u>7,143</u>	<u>55,786</u>
Net Assets	<u>111,741</u>	<u>323,859</u>	<u>435,600</u>

The increase in net assets of \$435.6 million has been accounted for as an increase in contributed equity and is disclosed in the Statement of Changes in Equity.

Budgeted appropriation revenue of \$676.058 million and \$103.088 million were reallocated from the former DCCSDS and DJAG respectively to DCSYW as part of the Machinery-of-Government changes.

Transfers in - Administered Activities

Details of Transfer: The provision for racial discrimination claims administered item was transferred from the former DCCSDS to DCSYW.

The assets and liabilities transferred as a result of this change were as follows:

	DCCSDS \$'000
Assets	
Cash	1,075
	<u>1,075</u>
Liabilities	
Provisions	1,075
	<u>1,075</u>
Net Assets	<u>-</u>

The administered budgeted appropriation revenue reallocated from the former DCCSDS to DCSYW as part of the Machinery-of-Government changes is nil.

Post Machinery-of-Government Reporting Methodology

The department will not establish its own SAP finance ledger or its own discrete bank account until 1 July 2018. For the current reporting period, financial data has been sourced and consolidated from the DJAG and the former DCCSDS ledgers. Opening balances approved through the MoG processes have been recognised in the DJAG and the former DCCSDS ledgers respectively in discrete profit centres.

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

B1 Revenue

B1-1 Appropriation Revenue	2018
	\$'000
Reconciliation of Payments from Consolidated Fund to Appropriation Revenue Recognised in Operating Result	
Transfers from/to other departments - redistribution of public business	756,150
Transfers from Equity adjustments	14,785
Unforeseen expenditure	12,479
Total Appropriation Receipts (cash)	783,414
Less: Opening balance of appropriation revenue receivable	(1,473)
Plus: Closing balance of appropriation revenue receivable	9,215
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	3,936
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(15,760)
Net Appropriation Revenue	779,332
Appropriation Revenue Recognised in Statement of Comprehensive Income	779,332

Appropriations provided under the *Appropriation Act 2017* are recognised as revenue when received.

A non-current appropriation revenue receivable balance has been recognised to offset the non-current lease liability for operating leases (refer to Notes C2 and C5).

B1-2 Other Revenue	2018
	\$'000
Insurance recoveries	376
Expenditure recoveries	14
Grant and service procurement refunds ^	4,237
Other	54
Total	4,681

^ Relates to return of unspent funds from non-government organisations.

B2 Expenses

B2-1 Employee Expenses	2018
	\$'000
Employee Benefits	
Wages and salaries	179,472
Employer superannuation contributions	22,865
Annual leave levy	18,262
Long service leave levy	3,743
Other employee benefits	2,365
	226,707
Employee Related Expenses	
Workers' compensation premium	2,641
Other employee related expenses	1,446
	4,087
Total	230,794

B2 Expenses (continued)

B2-1 Employee Expenses (continued)

The number of employees on a full-time equivalent (FTE) basis under the Minimum Obligatory Human Resource Information (MOHRI) classification methodology is:

Number of full-time equivalent employees	4,697
------------------------------------------	-------

Employee Benefits

Employee benefits include employer superannuation contributions, annual leave levies and long service leave levies.

(i) Wages, Salaries and Sick Leave

Wages and salaries due, but unpaid at reporting date, are recognised in the Balance Sheet at the current salary rates. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Sick leave is non-vesting. No liability for unused sick leave entitlements is recognised. An expense is recognised for this leave as it is taken.

(ii) Annual Leave and Long Service Leave

The department is a member of the Queensland Government's Annual Leave and Long Service Leave Schemes. A levy is payable to these schemes to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. These levies are expensed in the period in which they are payable. Amounts paid to employees for the leave taken are claimed from the scheme quarterly in arrears.

No provision for annual leave or long service leave is recognised as these liabilities are held and disclosed in the Report on State Finances of the Queensland Government pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

(iii) Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined Contribution Plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined Benefit Plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined by the Treasurer on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

(iv) Workers' Compensation Premiums

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not included in an employee's total remuneration package. It is not considered an employee benefit and is recognised separately as employee related expenses.

KMP and remuneration disclosures are detailed in Note F1.

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

B2 Expenses (continued)

B2-2 Supplies and Services	2018
	\$'000
Service procurement *	
Child Safety	313,658
Youth Justice	8,310
Domestic and Family Violence Prevention	32,547
Young People	13,524
Women	7,808
Community Services General	2,121
Operating lease rentals ^	25,712
Professional and technical fees	20,679
Computer operating costs	6,560
Outsourced corporate services	4,444
Repairs and maintenance	4,452
Property operational costs	4,130
Administration costs	2,120
Minor plant and equipment	3,951
Travel	3,742
Telecommunications	3,393
Consultancies	309
Other	4,760
Total	462,220

* Encompasses procurement of outsourced service delivery for social services.

^ Property rental expenses in respect of operating leases are recognised on a straight line basis over the period of the lease term. Refer to Note D3-1 for the department's lease rental recognition policy.

B2-3 Grants and Subsidies	2018
	\$'000
Child Safety	70,772
Youth Justice	2,117
Domestic and Family Violence Prevention	819
Total	73,708

B2-4 Other Expenses	2018
	\$'000
Insurance premiums — Queensland Government Insurance Fund	780
External audit fees *	43
Special payments - Ex gratia payments ^	276
Other	3
Total	1,102

* The Auditor-General of Queensland is the department's external auditor. Total external audit fees relating to the 2017-18 financial statements audit are estimated to be \$180,000. There are no non-audit services included in this amount.

^ Special payments represent ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. These special payments include:

- a) 2 payments above \$5,000 totalling \$16,660 relating to reimbursing carers for damage caused by children in departmental care.
- b) \$160,750 paid on behalf of a outsourced service provider that experienced financial difficulties to ensure continuity of service to the department's clients.

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

C1	Cash and Cash Equivalents	2018
		\$'000
	Cash at bank	86,482
	Total	86,482
C2	Receivables	2018
		\$'000
	<i>Current</i>	
	Trade and other debtors	9,433
	Less: Allowance for impairment loss	(44)
		9,389
	GST input tax credits receivable	4,089
	Annual leave reimbursements	8,474
	Long service leave reimbursements	1,676
	Appropriation revenue receivable	4,708
	Total	28,336
	 <i>Non Current</i>	
	Deferred appropriation revenue receivable	4,507
	Total	4,507

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June.

C3 Property, Plant and Equipment

C3-1 Recognition and Acquisition

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised as assets for financial reporting purposes in the year of acquisition:

Buildings	\$10,000
Land	\$1
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Site improvements are included in the building class.

Expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of the existing asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

The department has a comprehensive annual maintenance program for its property, plant and equipment.

C3 Property, Plant and Equipment (continued)

C3-2 Measurement

Following the machinery-of-Government changes in December 2017, assets relating to the department's functions were transferred from the former DCSDDS and DJAG. The cost of these assets acquired as part of the MoG is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Historical cost is used for the initial recording of all property, plant and equipment acquisitions. Historical cost is determined as the value given as consideration plus costs incidental to the acquisition, including architect's fees, engineering design fees and other costs incurred in getting the assets ready for use.

Plant and equipment is measured at historical cost in accordance with the Queensland Treasury's Non-Current Asset Policies (NCAPs). The carrying amounts for such plant and equipment are not materially different from their fair value.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Land and buildings are measured at fair value in accordance with NCAPs. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs.

Land and buildings are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices.

The department's assets have been materially kept up-to-date via the application of relevant indices. Indexations sourced from Australian Pacific Valuers (APV) have been applied to assets in the period 1 January to 30 June 2018 (refer to Note C3-7). APV supplies the indices and provides assurance of their robustness, validity and appropriateness for application to the relevant assets. Management assesses and confirms the relevance and suitability of indices based on the department's own particular circumstances.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

C3 Property, Plant and Equipment (continued)

C3-3 Depreciation of Property, Plant and Equipment

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department. Land is not depreciated as it has an unlimited useful life. The remaining useful lives of buildings, plant and equipment are reviewed annually.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

For each class of depreciable asset the following depreciation useful lives are used:

Asset	Range of Useful Life	Average Useful Life
Buildings	22 - 115 years	67.62 years
Plant and Equipment	1 - 25 years	9.34 years

C3-4 Impairment

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. Where indicators of a material change in fair value or service potential since the last valuation arise, the asset is revalued at the reporting date under AASB 13 *Fair Value Measurement*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount under AASB 136 *Impairment of Assets*. Recoverable amount is equal to the higher of the fair value less costs of disposal.

The department undertook an asset impairment review in accordance with AASB136. The review has identified one building, where physical damage was assessed as impaired. The repair work to the building will be completed in 2018-19.

C3-5 Closing Balances and Reconciliations of Carrying Amount

Property, Plant and Equipment Reconciliation at 30 June 2018	2018 \$'000
Land	
– At fair value	59,906
Buildings	
– At fair value	395,155
Less accumulated depreciation	(117,718)
Less accumulated impairment	(158)
	<u>277,279</u>
Plant and equipment	
– At cost	94,558
Less accumulated depreciation	(73,906)
	<u>20,652</u>
Capital works in progress	
– At cost	22,054
Total	<u><u>379,891</u></u>

C3 Property, Plant and Equipment (continued)

C3-5 Closing Balances and Reconciliations of Carrying Amount (continued)

Represented by Movements in Carrying Amount:	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Capital works in progress \$'000	Total \$'000
Transfers in from other Queensland Government entities	58,436	276,692	19,194	15,063	369,385
Acquisitions (including upgrades)	-	-	765	19,237	20,002
Transfers between asset classes	1,351	6,105	4,790	(12,246)	-
Net revaluation increments/ (decrements) in asset revaluation surplus	119	580	-	-	699
Impairment losses recognised in operating surplus	-	(158)	-	-	(158)
Depreciation	-	(5,940)	(4,097)	-	(10,037)
Carrying amount at 30 June 2018	59,906	277,279	20,652	22,054	379,891

C3-6 Fair Value Measurement

All assets of the department for which fair value is measured are categorised within the following fair value hierarchy:

- level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets;
- level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- level 3 – represents fair value measurements that are substantially derived from unobservable inputs - current replacement cost where no market exists for similar assets.

None of the department's valuations of assets are eligible for categorisation into level 1 of the fair value hierarchy.

Categorisation of Assets Measured at Fair Value

	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	59,896	10	59,906
Buildings	3,288	273,991	277,279

Level 3 Fair Value Measurement - Reconciliation

	Land \$'000	Buildings \$'000
Transfers in from other Queensland Government entities	10	273,557
Transfers between asset classes	-	6,018
Net revaluation increments/ (decrements) in asset revaluation surplus	-	475
Impairment losses recognised in operating surplus	-	(158)
Depreciation	-	(5,901)
Carrying amount at 30 June 2018	10	273,991

C3 Property, Plant and Equipment (continued)

C3-7 Basis For Fair Values of Assets

Land and Buildings

The department's land and building assets were transferred from DJAG and the former DCCSDS as part of the MoG change.

The department's land assets are located across all regions and centres in Queensland.

The majority of the department's buildings and land improvements in respect of the courthouse and juvenile justice sites have been assessed as special purpose buildings, being a type of complex asset in accordance with Treasury's NCAP. A complex asset is defined as "a physical asset capable of disaggregation into separate and identifiable significant components". The valuation of these assets is based on the determination that the current use is the highest and the best use.

Assets transferred from the former DCCSDS were comprehensively revalued by independent professional valuers, Australian Pacific Valuers (APV) in 2015-16 and 2016-17. Indexations sourced from APV have been applied to these assets in the current reporting period. Assets transferred from DJAG were comprehensively revalued by independent professional valuers, AssetVal in December 2017 (except Children's Court which was indexed) prior to the assets transferred. The Children's Court was comprehensively revalued in 2015-16.

The revaluation cycle of the department's land and buildings assets is summarised below:

Region/Centres	1 Jan- 30 Jun 18	1 Jul - 31 Dec 17 (Pre MoG)	Comprehensively Revalued (CR) (Pre MoG)
North Qld	Indexed		2016-17
Central Qld	Indexed		2016-17
Moreton	Indexed		2015-16
South East	Indexed		2015-16
South West	Indexed		2015-16
Youth Detention Centres		CR	2017-18
Outlook services facilities		CR	2017-18
Cherbourg Program		CR	2017-18
Children's Court		Indexed	2015-16

C4 Intangibles

C4-1 Recognition and Measurement

Intangible assets of the department comprise purchased software and internally developed software.

Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

There is no active market for any of the department's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

All intangible assets are assessed for indicators of impairment on an annual basis.

C4-2 Amortisation Expense

All intangible assets of the department have finite useful lives and are amortised on a straight line basis over their estimated useful life to the department. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible's useful life. The residual value of all the department's intangible assets is zero.

For each class of intangible asset the following amortisation useful lives are used:

Asset	Range of Useful Life	Average Useful Life
Software Purchased	4 - 12 years	7.38 years
Software Internally Generated	6 - 26 years	9.67 years

C4-3 Closing Balances and Reconciliations of Carrying Amount

	2018 \$'000
Intangible Assets Reconciliation at 30 June 2018	2018 \$'000
Purchased	
– Software - purchased (at cost)	4,125
– Less accumulated amortisation	(3,866)
	<u>259</u>
Internally Generated	
– Software - internally generated (at cost)	110,312
– Less accumulated amortisation	(90,955)
	<u>19,357</u>
Works in progress	
– Software work in progress (at cost)	5,057
Total	<u><u>24,673</u></u>

Represented by Movements in Carrying Amount:	Software purchased	Software internally generated	Software work in progress	Total
	\$'000	\$'000	\$'000	\$'000
Transfers in from other Queensland Government entities	430	16,830	3,281	20,541
Acquisitions	-	-	5,086	5,086
Transfers between classes	-	3,310	(3,310)	-
Amortisation	(171)	(783)	-	(954)
Carrying amount at 30 June 2018	<u>259</u>	<u>19,357</u>	<u>5,057</u>	<u>24,673</u>

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

C5 Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase or contract price. Amounts owing are unsecured.

	2018 \$'000
<i>Current</i>	
Trade creditors and accruals	35,013
Grants and subsidies	1,101
Deferred appropriation payable to Consolidated Fund	15,760
Equity Withdrawal Payable	2,017
Other	237
Total	54,128
<i>Non-Current</i>	
Lease Incentive Liability	417
Deferred operating lease rent	4,507
Total	4,924

C6 Accrued Employee Benefits

	2018 \$'000
Salaries and wages payable	7,411
Annual leave levy payable	12,146
Long service leave levy payable	2,058
Total	21,615

C7 Equity

C7-1 Contributed Equity

The following items are recognised as contributed equity by the department during the reporting year:

- Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of Machinery-of-Government changes (refer Note A3); and
- Appropriations for equity adjustments (refer to Statement of Changes in Equity - Controlled).

C7-2 Appropriations Recognised in Equity

Reconciliation of Payments from Consolidated Fund to Equity Adjustment	2018 \$'000
Transfers from/to other departments - Redistribution of public business	12,731
Transfers to departmental services	(14,785)
Equity Adjustment Receipts (Payments)	(2,054)
Less: Closing balance of equity adjustment payable	(2,017)
Equity Adjustment Recognised in Contributed Equity	(4,071)

C7-3 Asset Revaluation Surplus by Asset Class

The asset revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

	Land \$'000	Buildings \$'000	Total \$'000
Revaluation increments	119	580	699
Carrying amount at 30 June 2018	119	580	699

D1 Financial Risk Disclosures

D1-1 Financial Instruments

Financial assets and liabilities are recognised in the Balance Sheet when the department becomes party to the contractual provisions of the financial instrument.

Categorisation of Financial Instruments

The department has the following categories of financial assets and financial liabilities:

	Note	2018 \$'000
Financial Assets		
Cash and Cash Equivalents	C1	86,482
Receivables	C2	28,336
Total		<u>114,818</u>
Financial Liabilities		
Payables	C5	54,128
Total		<u>54,128</u>

D1-2 Financial Risk Management

Financial risk management is implemented pursuant to government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed under policies approved by the department. The department provides written principles for overall risk management, as well as policies covering specific areas.

The department's activities expose it to a variety of non-material, financial risks - interest rate risk, credit risk, liquidity risk and market risk.

The department measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

There are no material liquidity, market and credit risks for the department. A sensitivity analysis has not been undertaken for the interest rate risk of the department as it has been determined that the possible impact on income from fluctuations in interest rates is immaterial.

D2 Contingencies

D2-1 Social Benefit Bond Trial

The Queensland Government has entered into two Social Benefit Bond (SBB) trials as part of the government's initiative to improve social outcomes. Following the MoG changes in December 2017, the department has taken responsibility of administering the SBB's from the former DCCSDS and DJAG. The two SBB's are Indigenous Disadvantage (Newpin) represented by UnitingCare and Multi Systematic Therapy (Youth Choices) represented by Life Without Barriers. A SBB is a financial instrument issued to a private investor where the returns the investor receives are based on the achievement of agreed social outcomes. Payment for the outcomes under this scheme by the department is dependant on demonstrating the delivery of outcomes. The contingency relates to the portion of the payment where reliable estimates for the outcome payments are not available. It is not possible to make a reliable estimate of the final outcome amount payable. However, under the Youth Choices SBB, a provision of \$1.6 million has been recognised for termination charges payable under the minimum performance arrangements.

D3 Commitments

D3-1 Non-Cancellable Operating Lease Commitments

Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

Payable	No later than one year	Later than one year and not later than five years	Longer than five years	Total
	\$'000	\$'000	\$'000	\$'000
Operating Lease - Office Accommodation	29,534	71,110	79,347	179,991
Operating Lease - Print & Imaging Service	1,282	2,629	-	3,911
Total	30,816	73,739	79,347	183,902

The department has sub-leases with the Department of Housing and Public Works (DHPW) for office accommodations while DHPW has the head lease. This arrangement is an operating lease as DHPW retains all risks and benefits.

The department adopts the straight line method in accordance with AASB117 for all material operating leases. Lease rentals are expensed in the period incurred on a straight line basis over the term of the lease, with the difference between future increases and the amounts due recognised as a lease liability. Lease commitments have been adjusted for the lease liability (refer to Note C5).

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined. The lease term is generally for an initial fixed period with options to extend the lease for a further period or periods. No purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

D3 Commitments (continued)

D3-1 Non-Cancellable Operating Lease Commitments (continued)

The department has a present obligation to restore the leased office accommodation to its original state when the department exercises to end the lease. These obligations are recognised as make good provisions. Make good provisions on leases expected to expire in the next 12 months are classified as current liabilities. All other provisions are classified as non-current liabilities. The make good provision for 12 months or more are measured at nominal values due to immateriality.

The department has an operating lease arrangement with Ricoh Australia Pty Ltd to provide print and imaging services to the department.

D3-2 Capital Expenditure Commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

Payable	No later than one year	Later than one year and not later than five years	Longer than five years	Total
	\$'000	\$'000	\$'000	\$'000
Land and buildings	6,783	6,650	-	13,433
Plant and equipment	98	-	-	98
Intangibles	4,269	-	-	4,269
Total	11,150	6,650	-	17,800

D3-3 Service Procurement Commitments

Commitments for service procurement at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

Payable	No later than one year	Later than one year and not later than five years	Longer than five years	Total
	\$'000	\$'000	\$'000	\$'000
Child and Family Services	438,894	613,843	-	1,052,737
Youth Justice Services	15,589	31,299	-	46,888
Women, Violence Prevention and Youth Services	90,945	217,023	2,667	310,635
Total	545,428	862,165	2,667	1,410,260

D4 Future Impact of Accounting Standards Not Yet Effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued with future effective dates are set out below:

AASB 1058 - Income of Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

These standards will first apply to the department for its financial statements for 2019-20.

The department has commenced analysing the new revenue recognition requirements under these standards and is likely to have minimal impact on current recognition of revenue items as the department does not engage in a significant volume of revenue contracts.

Ninety nine percent of the department's revenue is sourced from appropriation revenue and general purpose grants from the Commonwealth and other government agencies. The department does not currently have any revenue contracts with a material impact for the period after 1 July 2018, and will monitor the impact of any such contracts subsequently entered into before the new standards take effect.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)

These standards will first apply to the department from its financial statements for 2018-19. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the department's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

The department has reviewed the impact of AASB 9 on the classification and measurement of its financial assets. The following summarises the estimated impact (or ranges of estimates) of AASB 9 that will change the categorisation and valuation of the amounts reported in Note D1-1:

- There will be no change to either the classification or valuation of the cash and cash equivalent item.
- The amount of impairment for trade receivables owing from other government agencies is insignificant and immaterial due to the low credit risk (high quality credit rating) for the State of Queensland. No additional impairment provision will be raised for these amounts on transition.
- Financial liabilities listed in Note D1-1 will continue to be measured at amortised cost. The department does not expect a material change in the reported value of financial liabilities.

AASB 16 Leases

The department has analysed its existing operating lease commitments at Note D3 by type of lessor and type of lease to estimate the expected impacts on transition based on information available at 30 June 2018.

Approximately 98% (\$180 million) of the department's operating lease commitments comprise arrangements with other Queensland Government agencies as lessor (i.e. internal-to-Government leases). The remaining 2% (\$3.9 million) of operating lease commitments are with lessors external to Government.

The department's leases with internal-to-Government lessors are primarily for office accommodation through the Queensland Government Accommodation Office. At 30 June 2018, the department has operating lease commitments of \$180 million and annual lease payments of approximately \$29.5 million per year for office accommodation.

Considering their operation and impact across the whole-of-Government, the department is currently awaiting formal guidance from Queensland Treasury as to whether this arrangement should be accounted for on-balance sheet under AASB 16.

D4 Future Impact of Accounting Standards Not Yet Effective (continued)

AASB 16 Leases (continued)

In the event this arrangement is to be accounted for on-balance sheet, the department estimates a right-of-use asset and lease liability on transition of approximately \$111 million for office accommodation leases based on current operating lease commitments. There will be no material financial statement impact if this arrangement is not accounted for on-balance sheet.

The department also has a number of cancellable motor vehicle leases with QFleet that are not presently included as part of the operating lease commitments note as they do not constitute a lease under AASB 117 and Accounting Interpretation 4. The department is also awaiting confirmation from Queensland Treasury that QFleet arrangements will continue to fall outside the requirements of AASB 16 for on-balance sheet accounting.

All other Australian Accounting Standards and interpretations with future effective dates are either not applicable to the department's activities, or have no material impact on the department.

E1 Budgetary Reporting Disclosures

E1-1 Explanation of Major Variances – Balance Sheet

Cash and cash equivalents

The increase reflects machinery-of-government related cash transfer to Child Safety, Youth and Women.

Receivables

The variance is due to the recognition of appropriation receivable relating to Multiple Systematic Therapy (Your Choices) Youth Justice Social Benefit Bond together with a higher level of operating receivables.

Current payables

The increase is mainly due to higher than anticipated accrued expenses.

Accrued employee benefits

The increase reflects variances in annual leave payable, long service leave levy payable and salaries and wages payable at year end.

Non-current payables

The variance relates to the provision of an operating lease liability of \$4.5m.

E1-2 Explanation of Major Variances – Statement of Cash Flows

Payments for property, plant and equipment

The cash outflows for payments for property plant and equipment was less than budget due to rescheduling of capital projects across the financial years.

F1 Key Management Personnel (KMP) Disclosures

F1-1 Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements in 2017-18, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Effective from 1 September 2017, remuneration packages of KMP increased by 2.5% in accordance with government policy.

Remuneration expenses for those KMP comprise the following components:

- Short term employee expenses which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position;
 - non-monetary benefits - consisting of vehicle parking with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

F1-2 Performance Payments

No remuneration packages for KMP provide for any performance or bonus payments.

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

F1 Key Management Personnel Disclosures (continued)

F1-3 Details of Key Management Personnel and Remuneration Expense

The department's responsible Minister is identified as part of the department's KMP. For the period from 1 January 2018 to 30 June 2018, the department's Minister is the Honourable Diane Farmer, Minister for Child Safety, Youth and Women and Minister for the Prevention of Family and Domestic Violence.

The following details for non-Ministerial KMP reflect those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2017-18. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

Position Title Position Responsibilities Date of commencement/cessation	Short Term Employee Monetary Expenses \$'000	Non-Monetary Benefits * \$'000	Other Employee Benefits				Total Expenses \$'000
			Long Term Employee Expenses \$'000	Post- Employment Expenses \$'000	Termination Benefits \$'000		
1 January 2018 - 30 June 2018							
Director-General Responsible for the efficient, effective and economic administration of the department.	236	4	5	29	-	274	
Deputy Director-General (Strategy) Responsible for providing strategic leadership and direction of policy, legislation, inter-governmental relations, investment and commissioning, performance, engagement and communications and Indigenous strategy and partnerships for the department	140	4	3	14	-	161	
Deputy Director-General (Service Delivery) Responsible for providing strategic and operational leadership and management for the delivery of, and investment in, child safety and family support services, youth and youth justice services, and women's and violence prevention services across Queensland. <i>Current From 27 January to 30 June 2018 (Acting)</i>	128	-	2	11	-	141	
Assistant Director-General (Corporate Services) Responsible for providing strategic and operational leadership and direction in public service management for corporate systems, policy and practice to ensure robust strategic governance and organisational performance of the department's operations which include the areas of Financial Services, People and Culture, Legal Services (including Right to Information and Screening), Property and Procurement Services, Governance and monitoring of the Internal Audit function that is provided via a Memorandum of Understanding. <i>Current From 23 March 2018</i>	54	2	1	6	-	63	
Chief Finance Officer Responsible for providing strategic leadership and direction for the financial administration of the department. <i>Current From 23 March 2018 Former 1 January to 22 March 2018</i>	45 61	2 2	1 1	5 6	- -	53 70	

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

F1 Key Management Personnel Disclosures (continued)

F1-3 Details of Key Management Personnel and Remuneration Expense (continued)

1 January 2018 - 30 June 2018	Position Title Position Responsibilities Date of commencement/cessation	Short Term Employee Monetary Expenses \$'000	Non-Monetary Benefits \$'000	Other Employee Benefits				Total Expenses \$'000
				Long Term Employee Expenses \$'000	Post- Employment Expenses \$'000	Termination Benefits \$'000		
	Assistant Director-General (Information Innovation and Recovery) Responsible for providing strategic leadership and management of the department's information, communication and technology systems.	114	4	2	12	-	132	
	Executive Director People and Culture / CHRO (Corporate Services) Responsible for providing high level of strategic leadership and direction and advice on strategic human resource management initiatives, policy, organisational capability, workforce planning and systems, employees relations and ethical standards. Current From 6 March 2018	69	-	1	7	-	77	
	Senior Executive Director (Youth Justice Services) Service Delivery Responsible for the design, development and implementation of governance arrangements for Youth Justice consistent with the department. Current From 17 February to 30 June 2018 (Acting)	69	-	2	6	-	77	
	Regional Executive Director Responsible for leadership of the department's service delivery across the following regional area in Queensland:							
	Northern Queensland Region ^a	114	-	2	11	-	127	
	Northern Queensland Region #	115	-	2	10	-	127	
	Central Queensland Region	114	-	2	11	-	127	
	Moreton Region	104	-	2	11	-	117	
	South East Queensland Region Current From 1 January to 30 June 2018 (Acting)	95	-	2	9	-	106	
	South West Queensland Region - Current From 2 April to 30 June 2018 (Acting)	52	-	1	3	-	56	

* Only includes car parking benefits that attract FBT. ^a Focuses on Child Safety. # Focuses on Youth Justice.

F2 Related Party Transactions

F2-1 Transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from government for its services are appropriation revenue and equity injections, both of which are provided in cash via Queensland Treasury.

The department's primary source of accommodation leases, motor vehicle leases and asset works and repairs are managed through the Department of Housing and Public Works and its controlled entities. Note B2-2 provides the relevant balance of transactions.

Note A3 outlines a transfer of assets and liabilities from the former DCCSDS and DJAG arising from the Machinery of Government change in 2017-18.

Department of Child Safety, Youth and Women
Notes to the Financial Statements
for the period 1 January 2018 to 30 June 2018

G1 Administered

G1-1 Schedule Of Administered Income And Expenses

	Redress Scheme 2018 \$'000	Adjusted Budget 2018 \$'000	Variance 2018 \$'000
Administered Income			
Appropriation revenue *	494,601	-	(494,601)
Total Administered Income	494,601	-	(494,601)
Administered Expenses			
Other expenses	494,601	-	(494,601)
Total Administered Expenses	494,601	-	(494,601)
Operating Surplus/(Deficit)	-	-	-

* This appropriation revenue is provided in cash via Queensland Treasury and funds activities and expenses that the department administers on behalf of the Government (Refer to note A1-5).

G1-2 Schedule Of Administered Assets And Liabilities

	Actual 2018 \$'000	Adjusted Budget 2018 \$'000	Variance 2018 \$'000
Administered Assets			
Cash at bank	823	-	(823)
Receivables	494,601	-	(494,601)
Total Assets	495,424	-	(495,424)
Administered Liabilities			
Provisions	495,424	-	(495,424)
Total Liabilities	495,424	-	(495,424)
Net Administered Assets	-	-	-

G1-3 Provisions

	Total \$'000
Current	
Provision - National (Qld) Redress Scheme	53,304
Provision - AHRC legal settlements	823
Total	54,127
Non-Current	
Provision - National (Qld) Redress Scheme	441,297
Total	441,297

The Government has provisioned approximately \$494.6 million for Queensland's participation in the National Redress Scheme for Survivors of Institutional Child Sexual Abuse (National Redress Scheme). The National Redress Scheme will run for 10 years and will provide eligible applicants support through a monetary payment capped at \$150,000, access to Counselling and psychological care, and the option to receive a direct personal response from the institution responsible for providing the redress from the State. Participation in a National Redress Scheme was a key recommendation of the Royal Commission into Institutional Responses to Child Sexual Abuse.

G1 Administered (continued)

G1-3 Provisions (continued)

The value of the provision for the National Redress Scheme uses major estimates about the future including:

- Queensland's future payments as estimated by actuary Finity Consulting, including amounts for monetary payments, counselling, legal and administrative costs, and offsets for payments previously made to survivors under the Forde Redress Scheme;
- offsets for the proportion of survivors estimated to pursue civil damages instead of a monetary payment from the National Redress Scheme as advised by the State Actuary's Office;
- discount rates that reflect current market assessments and risks specific to the liability as advised by the State Actuary's Office.

As the redress scheme was announced in April 2018, the budget for this scheme was not included in the published Service Delivery Statement (SDS) as part of the 2017-18 State Budget papers.

The department is settling racial discrimination claims made to the Australian Human Rights Commission (AHRC) alleging there was indirect racial discrimination against indigenous children who were placed under Aboriginal Protection laws. The provision for these settlements was first raised in 2015-16. It is expected that the settlement agreements will be finalised by 30 June 2018 and paid by December 2018.

Settlements for racial discrimination claims and National Redress Scheme are not managed through the Queensland Government Insurance Fund.

Movements in Provisions	National (Qld)		Total \$'000
	Redress Scheme \$'000	AHRC legal settlements \$'000	
<i>Current</i>			
Carrying amount at 1 January	-	1,075	1,075
Additions due to recognition	494,601	-	494,601
Reductions arising from payments	-	(252)	(252)
Carrying amount at 30 June	494,601	823	495,424

H1 Trust Transactions and Balances

H1-1 Trust Activities

The department acts as trustee for and manages the Youth Detention Centre Trust Funds. As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed in this note for the information of users.

	2018
	\$'000
Total Revenue	80
Total Expenses	(66)
Net Surplus/(Deficit)	14
Total Current Assets	15
Total current Liabilities	(15)
Net Assets	-

CERTIFICATE OF THE DEPARTMENT OF CHILD SAFETY, YOUTH AND WOMEN

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Child Safety, Youth and Women for the financial year ended 30 June 2018 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Danny Short FCPA BCom

Chief Finance Officer

24 August 2018



Leigh Roach

Acting Director-General

24 August 2018

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Child Safety, Youth and Women

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Child Safety, Youth and Women.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2018, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the balance sheet and statement of assets and liabilities by major departmental service as at 30 June 2018, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Measurement of the provision for the National (Qld) Redress Scheme (\$494.6m)

Refer to Note G1-3 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>The estimation of the provision is a key audit matter due to the high degree of uncertainty that is inherent in estimating the expected future payments for approved claims. Significant judgments are made in:</p> <ul style="list-style-type: none"> estimating: <ul style="list-style-type: none"> the number of applicants that will be approved for future payments over each of the remaining 10 years of the National Redress Scheme the average amount payable per approved applicant setting the discount rate that reflects current market assessments and risks specific to the liability. 	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessing the competence, capability and objectivity of the actuaries engaged by the State. Assessing the actuary's estimation of the future monetary amounts payable and timing of amounts payable to applicants for reasonableness with reference to: <ul style="list-style-type: none"> The estimated number of applicants disclosed in publicly available reports on the National Redress Scheme The cap for monetary payments. Verifying the mathematical accuracy of the provision calculation Evaluating whether the discount rates used in the calculation were within a reasonable range, with reference to government bond rates.

Valuation of Specialised Buildings \$277.279 million and depreciation expense \$5.940 million

Refer to Notes C3-2 and C3-6 in the financial report

Key audit matter	How my audit addressed the key audit matter
<p>The Department of Child Safety, Youth and Women building assets were valued using market value approach where relevant and current replacement cost method where market value approach could not be used. Buildings reported at current replacement cost represented 98.8% of the total building assets.</p> <p>The Departments assets are valued on an annual basis according to the valuation methodology adopted for each category by comprehensively valuing the assets at regular intervals and applying indices in the years between comprehensive valuations.</p> <p>The Department derived the gross replacement cost of its specialised buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> identifying the components of buildings with separately identifiable replacement costs (known as unit rate categories) 	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessing the adequacy of management's review of the valuation process. Assessing the appropriateness of the building components used for measuring gross replacement cost with reference to the Department's asset management plans, and common industry practices For unit rates: <ul style="list-style-type: none"> Assessing the competence, capability and objectivity of the experts used by the entity to develop the models. Obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices. On a sample basis, evaluating the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> modern substitute (including locality factors and on-costs) adjustment for excess quality or obsolescence.

Key audit matter	How my audit addressed the key audit matter
<ul style="list-style-type: none"> • developing a unit rate for each of these components, including: <ul style="list-style-type: none"> - estimating the current cost for a modern substitute (including locality factors and on-costs), expressed as a rate per unit - identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference. • indexing unit rates for subsequent increases in input costs <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<ul style="list-style-type: none"> • Evaluating whether unit rates were current at balance date by: <ul style="list-style-type: none"> - Evaluating the reasonableness of the index used for changes in cost inputs with reference to the current years comprehensive results. - Recalculating the index. • Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> - Reviewing management's annual assessment of useful lives. - Assessing the remaining useful life calculated to determine that it is a fair reflection of the remaining useful life of the components - Reviewing that no component still in use has reached or exceeded its useful life. - Reviewing formal asset management plans, and enquiring of management about whether these plans remain current - Reviewing for assets with an inconsistent relationship between condition and remaining useful life. • Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Other information

Other information comprises the information included in the Department's annual report for the year ended 30 June 2018, but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



John Welsh
as delegate of the Auditor-General

30 August 2018

Queensland Audit Office
Brisbane



Appendices

- Appendix 1: Acts administered by the department
- Appendix 2: Government bodies
- Appendix 3: Governance boards and committees
- Appendix 4: Glossary
- Appendix 5: Compliance checklist

Appendix 1: Acts administered by the department

The Department of Child Safety, Youth and Women functions and powers are derived from administering the following Acts of Parliament, in accordance with the relevant Administrative Arrangements Orders. Our Director-General, on behalf of our Minister, is responsible for administering these Acts.

- *Adoption Act 2009* (except to the extent administered by the Attorney-General and Minister for Justice)
- *Child Protection Act 1999*
- *Child Protection (International Measures) Act 2003*
- *Domestic and Family Violence Protection Act 2012*
- *Young Offenders (Interstate Transfer) Act 1987*
- *Youth Justice Act 1992*.

Appendix 2: Government bodies

The following government body was active during 2017-18 with reporting arrangements to the Department of Child Safety, Youth and Women. Additional information about government bodies can be found at: <https://governmentbodies.premiers.qld.gov.au/Default.aspx>.

Child Death Case Review Panel	
Act or instrument	Chapter 7A, <i>Child Protection Act 1999</i>
Functions	<p>Child Death Case Review Panels (CDCRPs) undertake an independent review of reports of reviews conducted by the Department of Child Safety, Youth and Women (the department) of children who have died or suffered a serious physical injury and were known to the department in the preceding 12 months or were referred by the Minister, in accordance with Chapter 7A of the <i>Child Protection Act 1999</i> (the Act).</p> <p>The purpose of the CDCRP is to facilitate the ongoing learning and improvement in the service delivery of the department and the Office of the Director of Child Protection Litigation and to promote their accountability.</p> <p>The Act requires that the CDCRP comprises of at least three external experts from relevant fields, up to three departmental senior officers and executives, and at least one senior officer and executive from other government departments, with at least one of the panel members being an Aboriginal or Torres Strait Islander person.</p>
Achievements	<p>In 2017-18:</p> <ul style="list-style-type: none"> • The CDCRP convened 16 times to independently review reports and recommendations for 47 children and young people who died, and nine children who suffered a serious physical injury. • The CDCRP delivered 16 reports to the Director-General of the department relating to the cases reviewed, proposing 84 recommendations in relation to ongoing learning and systemic improvement of service delivery. • The CDCRP delivered three reports to the Director of Child Protection Litigation relating to the cases reviewed, proposing five recommendations in relation to ongoing learning and systemic improvement of service delivery. <p>Along with examples of high quality service delivery by the department, the CDCRP identified key or recurring themes and a range of areas for improvement, including cross-agency communication and coordination, staff cultural capability, disability and mental-health capability, holistic information-gathering, collaborative decision-making for Aboriginal and Torres Strait Islander children, accident and injury prevention, and the use of inter-disciplinary teams with understanding of significant issues affecting families, such as domestic and family violence, mental health and substance misuse.</p> <p>At a practice level, the department has responded to and acted on the recommendations of the CDCRP throughout the year. In particular, the recommendations have been used to introduce new training modules and develop new practice resources at both foundation and advanced levels for child safety staff, to strengthen practice and supervision, and in reviews of policies and procedures. Recommendations and responses have also been considered through departmental reform and performance mechanisms.</p>
Financial reporting	Transactions of the entity are accounted for in the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chair	Nicola Murdock	9	\$325 for 4 hours (or part thereof)	N/A	\$24,050
Chair	Shanna Quinn	4		N/A	\$13,000
Chair	Raelene Ward	1		N/A	\$2,275
Chair	Clinton Schultz	1		N/A	\$325
Chair	Gwenn Murray	1		N/A	\$2,275
Chair	Annette Sheffield	1		N/A	\$2,250
Member	Shanna Quinn	2	\$250 for 4 hours (or part thereof)	N/A	\$4,000
Member	Nicola Murdock	2		N/A	\$2,000
Member	Raelene Ward	8		N/A	\$13,000
Member	Deborah Walsh	3		N/A	\$4,500
Member	Susan Teerds	4		N/A	\$6,500
Member	Kirsten Vallmuur	2		N/A	\$3,500
Member	Clinton Schultz	4		N/A	\$6,500
Member	Kairi Kolves	2		N/A	\$2,500
Member	Rosa Alati	3		N/A	\$4,750
Member	Rebecca Shearman	1		N/A	\$1,500
Member	Paul Colditz	3		N/A	\$5,250
Member	Clare Tilbury	1		N/A	\$1,500
Member	Annette Sheffield	2		N/A	\$4,000
Member	Cindy Shannon	2		N/A	\$3,750
Member	Laurel Edwards	1	N/A	\$2,000	

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Member	Stephen Stathis*	4	*Unpaid members	N/A	N/A
Member	Donna Lockyer*	3		N/A	N/A
Member	Christopher Hansel*	2		N/A	N/A
Member	Karen Nankervis*	1		N/A	N/A
Member	Graham Kraak*	1		N/A	N/A
Member	Julie Kinross*	3		N/A	N/A
Member	Bernadette Harvey*	3		N/A	N/A
Member	Barbara Shaw*	2		N/A	N/A
Member	Megan Giles*	2		N/A	N/A
Member	Hayley Stevenson*	3		N/A	N/A
Member	Phillip Brooks*	1		N/A	N/A
Member	Tammy Myles*	2		N/A	N/A
Member	Glenn Horan*	1		N/A	N/A
Member	Anne Edwards*	2		N/A	N/A
Member	Peter Henderson*	1		N/A	N/A
Member	Susanne Le Boutillier*	3		N/A	N/A
No. scheduled meetings/sessions		In 2017-18, the CDCRP convened 16 times.			
Total out of pocket expenses		\$0			

Appendix 3: Governance boards and committees

Executive governance

Portfolio Executive Board	
Description	<p>The Portfolio Executive Board drives the department's strategic objectives and vision for Queenslanders to be safe and thriving in families and communities.</p> <p>The committee leads a whole-of-department approach to strategy and governance, leadership and performance, and risk management, and provides a forum to drive innovation and continuous improvement, and develop and foster senior leadership talent.</p>
Meeting frequency	Monthly
Membership	<ul style="list-style-type: none"> • Director-General (Chair) • Deputy Director-General, Service Delivery • Deputy Director-General, Strategy • Assistant Director-General, Corporate Services • Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery • Regional Executive Directors, North Queensland Region • Regional Executive Director, Central Queensland Region • Regional Executive Director, Moreton Region • Regional Executive Director, South East Region • Regional Executive Director, South West Region • Senior Executive Director, Youth Justice Services • Chief Finance Officer, Financial Services • Executive Director and Chief Human Resources Officer, People and Culture

First Nations Council

Description

The First Nations Council advises, informs and influences decision makers in the department and is integral in ensuring decisions made by the department are culturally meaningful and sensitive to achieve outcomes that benefit Aboriginal and Torres Strait Islander staff, children, families and communities.

The First Nations Council leads the cultural capability of the department as custodians of the Aboriginal and Torres Strait Islander Cultural Capability Action Plan. The First Nations Council will also provide their collective cultural wisdom, knowledge and guidance to decisions, strategies, initiatives, policies and programs.

Meeting frequency

Bi-monthly

Membership (Membership is on the basis of personal appointment rather than position.)

- Aunty Helen Dingle
- Aunty Maureen Ervine
- Aunty Rose Malone
- Aunty Tracey Motlop
- Uncle Adrian Padmore
- Uncle Leslie Skelton
- Aunty Sharon Smith
- Aunty Adelina Stanley
- Aunty Kim Thursby
- Uncle Arnold Wallis
- Aunty Lesley Williams

Executive Leadership Committee

Description

The Executive Leadership Committee maintains a sharp focus on the department's strategic activities, performance and partnerships and respond quickly and strategically to emerging issues.

The committee focusses on the department's overall alignment to strategy, building and maintaining strategic partnerships, the department's strategic performance (financial and non-financial) and emerging issues.

Meeting frequency

Weekly

Membership

- Director-General (Chair)
- Deputy Director-General, Service Delivery
- Deputy Director-General, Strategy
- Assistant Director-General, Corporate Services
- Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery
- Senior Executive Director, Youth Justice Services
- Executive Director and Chief Human Resources Officer, People and Culture

Audit and Risk Committee

Description

The Audit and Risk Committee provides independent assurance and assistance to the Director-General on the risk, control and compliance frameworks and the department's external accountability responsibilities, and other matters relevant to the duties and responsibilities of the committee, and as prescribed in the *Financial Accountability Act 2009*, the *Financial Accountability Regulation 2009* and the *Financial and Performance Management Standard 2009*.

The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups, or the reporting lines and responsibilities of either internal audit or external audit functions.

Meeting frequency

Quarterly

Membership

- Ms Karen Prentis (Chair – independent external member)
- Mr Peter Dowling (independent external member)
- Assistant Director-General, Corporate Services
- Regional Executive Director, South West Region
- Senior Executive Director, Youth Justice Services

Standing invited guests

- Director-General (special invitee)
- Chief Finance Officer
- Brydie Bodnar (B Commerce, MBA, FCPA, CIA), Director, Internal Audit and Compliance Services, Department of Communities, Disability Services and Seniors

	<ul style="list-style-type: none"> Engagement Leader and Director, Specialist Audit Services, Queensland Audit Office Audit Managers, Queensland Audit Office
Total remuneration payments and on-costs	In 2017-18, the external independent chair and external member received total remuneration of \$8,800 inc. GST.

Leadership and performance governance

Child and Family Leadership Performance Committee	
Description	<p>The Child and Family Leadership and Performance Committee is a sub-committee of the Portfolio Executive Board. The committee drives the department's strategic objectives and vision for Queenslanders to be safe and thriving in families and communities.</p> <p>The committee leads a whole-of-department approach to women, child protection, and domestic and family violence strategy and governance, leadership and performance, and risk management, and provides a forum to drive innovation and continuous improvement, and develop and foster senior leadership talent.</p>
Meeting frequency	Bi-monthly
Membership	<ul style="list-style-type: none"> Deputy Director-General, Service Delivery (Chair) Deputy Director-General, Strategy Assistant Director-General, Corporate Services Regional Executive Director, South East Region Regional Executive Director, Moreton Region Executive Director, Child and Family Practice Executive Director, Child and Family Operations Executive Director, Strategic Policy and Legislation Executive Director, Strategy and Performance Executive Director, Strategy and Partnerships Regional Director, Child and Family, North Queensland Regional Director, Child and Family, Central Queensland

Youth Leadership and Performance Committee

Description

The Youth Leadership and Performance Committee is a sub-committee of the Portfolio Executive Board. The committee drives the department's strategic objectives and vision for Queenslanders to be safe and thriving in families and communities.

The committee leads a whole-of-department approach to youth and youth justice strategy and governance, leadership and performance, and risk management, and provides a forum drive innovation and continuous improvement, and to develop and foster senior leadership talent.

Meeting frequency

Bi-monthly

Membership

- Deputy Director-General, Service Delivery (Chair)
- Deputy Director-General, Strategy
- Assistant Director-General, Corporate Services
- Regional Executive Director, North Queensland
- Regional Executive Director, Central Queensland
- Senior Executive Director, Youth Justice Services
- Executive Director, Youth Justice Operations and Practice
- Executive Director, Child and Family Operations
- Executive Director, Strategic Policy and Legislation, Strategy
- Executive Director, Strategy and Performance
- Executive Director, Strategy and Partnerships
- Director, Youth Justice Services, North Queensland
- Director, Youth Justice Services, South West

Corporate governance

People and Culture Committee

Description

The People and Culture Committee is a decision making sub-committee of the Portfolio Executive Board. The committee's role is to sponsor, guide and drive the People and Culture Workforce Strategy.

The committee undertakes its role from a cross-organisational perspective, and ensures there is cohesiveness in its considerations and decisions, particularly in respect of the department's approach to safety, organisational change and innovation activities.

Meeting frequency

Bi-monthly

Membership

- Assistant Director-General, Corporate Services
- Assistant Director-General, Information, Innovation and Recovery
- Senior Executive Director, Youth Justice Services
- Executive Director and Chief Human Resources Officer, People and Culture (Chair)
- Executive Director, Indigenous Strategy and Partnerships
- Executive Director, Child and Family Practice
- Regional Executive Director, Central Queensland Region
- Regional Executive Director, South East Region
- Director, HR and IR, People and Culture
- Director, Capability and Learning, People and Culture

Finance and Budget Committee

Description

The Finance and Budget Committee is a sub-committee of the Portfolio Executive Board (PEB). The committee is responsible for overseeing budget investment decisions and allocation processes ensuring that appropriate financial controls are in place and providing financial and budget advice to PEB.

The committee will undertake its role from a cross-organisational perspective, and ensure there is cohesiveness

	in its considerations and decisions, particularly in respect of departmental change and innovation activities.
Meeting frequency	Monthly
Membership	<ul style="list-style-type: none"> • Director-General • Deputy Director-General, Strategy • Deputy Director-General, Service Delivery • Assistant Director-General, Corporate Services (Chair) • Assistant Director-General, Information, Innovation and Recovery • Chief Finance Officer, Financial Services • Regional Executive Directors, Northern Queensland Region • Regional Executive Director, Central Queensland Region • Regional Executive Director, Moreton Region • Regional Executive Director, South West Region • Regional Executive Director, South East Region

Investment and Partnerships Committee	
Description	<p>The Investment and Partnerships Committee is a sub-committee of the Portfolio Executive Board (PEB). The committee is responsible for overseeing the department's overarching commissioning strategy, investment management and investment performance and delivery interface, and providing investment and commissioning advice to PEB.</p> <p>The committee will undertake its role from a cross-organisational perspective, and ensure there is cohesiveness in its considerations and decisions, particularly in respect of departmental change and innovation activities.</p>
Meeting frequency	Bi-monthly
Membership	<ul style="list-style-type: none"> • Deputy Director-General, Strategy (Chair) • Deputy Director-General, Service Delivery • Assistant Director-General, Corporate Services • Regional Executive Director, Northern Queensland • Regional Executive Director, Moreton

- Chief Finance Officer, Corporate Services
- Executive Director, Strategy and Performance
- Executive Director, Investment and Commissioning
- Regional Director, Child and Family, South East
- Director, Youth Justice Services, Central Queensland

Information and Innovation Committee

Description

The Information and Innovation Committee (IIC) is the ICT governance committee for both the Department of Child Safety, Youth and Women (DCSYW) and the Department of Communities, Disability Services and Seniors (DCDSS).

The IIC manages all ICT-enabled business initiatives and is the primary governance body by which the departments ensure they maximise the value of their business investments that have an ICT-enabled component.

ICT Governance is a mandated policy requirement under the Queensland Governments ICT resources strategic planning policy “Information Standard 2 (IS2) – departments must establish ICT governance arrangements”.

Meeting frequency

Bi-monthly

Membership

- Deputy Director-General, Corporate Services, DCDSS (Chair – rotating every 12 months)
- Assistant Director-General, Corporate Services, DCSYW (Chair – rotating every 12 months)
- Assistant Director-General and Chief Information Officer, Information, Innovation and Recovery
- Assistant Director-General, Community Services, DCDSS
- Chief Finance Officer, DCDSS
- Executive Director, Disability Services Commissioning, DCDSS
- Executive Director, Child and Family Practice, Service Delivery, DCSYW
- Executive Director, Strategy and Performance, Strategy, DCSYW
- Director, Youth Transition, Youth Justice Services, DCSYW

	<ul style="list-style-type: none"> • Regional Executive Director – rotating between regions every 12 months • Regional Director – rotating between regions every 12 months • Director, Internal Audit and Compliance Services, DCDSS (observer) • QGCIO Representative (guest) • Director, Information, Innovation and Recovery, DCSYW (observer)
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Fraud and Corruption Control Committee

Description

The Fraud and Corruption Control Committee is a sub-committee of the Audit and Risk Committee. The committee is responsible for providing oversight of the department's fraud and corruption prevention program, gaining assurance around the effectiveness of the fraud and corruption control plan and fraud risk mitigation and monitoring compliance with relevant legislation and government practices.

The committee undertakes its role from a cross-organisational perspective, and ensures there is cohesiveness in its considerations and decisions, particularly in respect of departmental change and innovation activities.

Meeting frequency

Quarterly

Membership

- Chief Finance Officer (Chair)
- Executive Director, Youth Justice Operations and Practice
- Executive Director, Child and Family Operations
- Director, Accounting Services, Financial Services
- Director, Property and Procurement Services
- Director, IS Performance, Information, Innovation and Recovery
- Manager, Ethical Standards, People and Culture
- Director, Funding Services, Department of Communities, Disability Services and Seniors
- Director, Internal Audit and Compliance Services, Department of Communities, Disability Services and Seniors (observer)

Appendix 4: Glossary

Queensland Child Protection Commission of Inquiry	On 1 July 2012, the Queensland Child Protection Commission of Inquiry (the Commission) was established, led by the Honourable Tim Carmody QC. The Commission was asked to review the entire Queensland child protection system and to chart a roadmap for the system for the next 10 years.
Case plan	A written plan for meeting a child's care and protection needs.
Case planning	A participative process of planning strategies to address a child's protection and care needs and promote a child's wellbeing.
Community inclusion	Occurs when all people are given the opportunity to participate fully in political, cultural, civic and economic life to improve their living standards and their overall wellbeing. It aims to remove barriers for people or for areas that experience a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown.
Disability	A person's condition that is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of impairments, and results in a substantial reduction of the person's capacity for communication, social interaction, learning, mobility, self-care or management.
Domestic and family violence	When one person in an intimate personal, familial or informal care relationship uses violence or abuse to maintain power and control over the other person.
Foster carer	A person or persons approved by the department to provide care in their own home for children and young people who are assessed as in need of protection or subject to an investigation and assessment. This can be for short or long periods of time.
Frontline positions	Frontline positions deliver services directly to the public including child safety officers and child safety support officers, youth workers, convenors, senior team leaders, senior practitioners, cultural practice advisors and family group meeting convenors.

Frontline support positions	Frontline support positions are non-corporate roles that provide essential support to enable effective frontline services including administration officers, business officers, contract officers and principal program officers.
Governance	The framework of rules, relationships, systems and processes within, and by which, authority is exercised and controlled within organisations. It encompasses the mechanisms by which organisations, and those in authority, are held to account.
Kinship carer	A person or persons approved by the department to provide care to a specific child (or children) to whom they are related or for whom they are a person of significance. For Aboriginal and Torres Strait Islander children, a kinship carer may be another Aboriginal person and/or Torres Strait Islander person who is a member of their community, a compatible community or from the same language group.
National partnership agreement	National partnership agreements are agreements between the Commonwealth of Australia and state and territory governments. The agreements contain objectives, outcomes, outputs and performance indicators, and roles and responsibilities that will guide the delivery of services across relevant sectors.
Non-government organisation	Community-managed, not-for-profit organisations that receive government funding specifically for the purpose of providing community support services.
<i>Not Now, Not Ever</i> report	The Special Taskforce chaired by the Honourable Quentin Bryce to examine Queensland's domestic and family violence support systems and make recommendations to the Premier on how the system could be improved and future incidents of domestic violence could be prevented.
Out-of-home care	The provision of care outside the home to children in need of protection or who require a safe placement while their protection and safety needs are assessed. It refers only to children in approved foster care, approved kinship care, provisionally approved care and residential care services.
Policy	A general principle by which government, a company or an organisation is guided in its management.
Prevention and early intervention	Approaches that prevent or arrest problems at an early stage. A focus on early intervention and prevention, rather than on treatment after a problem has developed, is both socially and economically more effective in the long term.

Reform	The transformation of government to be more efficient, achieve value for money, and ultimately deliver better outcomes.
Residential care	Non-family-based accommodation and support services funded by the department to provide placement and support for children who are the subject of ongoing departmental intervention. Residential services provide daily care and support for children from a house parent or rostered residential care worker.
Service provider	A business or organisation that supplies expert care or specialised services rather than an actual product.
Social investment	The voluntary contribution of funding, skills and resources to projects that deliver benefits to local communities and society. This includes a loan or other financial investment that aims to make a positive economic, social or environmental impact in a community.
Stakeholders	Individuals and organisations that are actively involved in a project, or whose interests may be positively or negatively affected as a result of a project's execution/completion.
Therapeutic support	Encompasses a range of services provided to vulnerable members of the community to assist them in their daily lives. This support is provided by government and non-government health and education providers.
Transition 2 Success (T2S)	Transition 2 Success (T2S) is a vocational training and therapeutic service, which aims to reduce recidivism by providing young people in the youth justice system with access education and vocational activities.
Whole-of-government	Denotes public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues.
Young people	People aged 12 to 25 years. In terms of youth justice, a young person is someone aged 10 to 17 years at the time of committing an offence.

Appendix 5: Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	<ul style="list-style-type: none"> Page 3
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	<ul style="list-style-type: none"> Page 5 Page 107
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	<ul style="list-style-type: none"> Page 2
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	<ul style="list-style-type: none"> Page 2
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 9.4	<ul style="list-style-type: none"> Page 2
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 9.5	<ul style="list-style-type: none"> Page 2
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10.1	<ul style="list-style-type: none"> Page 6
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Abbreviations

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2009</i>
ARRs	<i>Annual report requirements for Queensland Government agencies</i>

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