

2018–2019
ANNUAL
REPORT



Public availability of report

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For copies of the report in paper form please contact:

Governance, Office of Regulatory Services, Department of Child Safety Youth and Women
Locked Bag 3405, Brisbane Qld 4001
Phone: (07) 3097 5780
Email: governance@csyw.qld.gov.au

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We acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and recognise their connection to land, wind, water and community. We pay my respects to them, their cultures and to the Elders, past, present and emerging.

Letter of compliance

20 September 2019

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 2018-19 and financial statements for the Department of Child Safety, Youth and Women.

The report provides details of performance for these service areas against the 2018-19 Budget Paper No. 5 – Service Delivery Statement and is prepared on the basis of the current administrative arrangements for this agency applying for the whole of the past financial year. That is, it reflects the structure, operations and performance of the department as it now exists, after Youth Justice Services was transferred to the new Department of Youth Justice, pursuant to machinery-of-government changes effective 20 May 2019.

The department has two service areas: Child and Family Services; and Women, Violence Prevention and Youth Services.

I certify that this Annual Report complies with:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- detailed requirements in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found in Appendix 6 of this annual report.

Yours sincerely

A handwritten signature in blue ink that reads 'Leigh Roach'.

Leigh Roach
Acting Director-General
Department of Child Safety, Youth and Women



About the report

Machinery-of-government changes

As a result of machinery-of-government changes that came into effect on 20 May 2019, Youth Justice Services transferred from the Department of Child Safety, Youth and Women to the new Department of Youth Justice. The following table outlines outgoing service areas.

Outgoing service area:	Transferred to:
Youth Justice Services	Department of Youth Justice

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 of the current administrative arrangements for this agency applying for the whole of the past financial year. That is, it reflects the structure, operations and performance of the department as it now exists, which excludes Youth Justice Services which was transferred to the new Department of Youth Justice. The performance chapters disclose the department's progress towards achieving its objectives, including details about the outcomes achieved and other performance indicators.

Financial performance reflects the period 1 July 2018 to 30 June 2019. Financial Information for Youth Justice Services is included until 31 May 2019. This service transferred from the Department of Child safety, Youth and Women to the Department of Youth Justice effective 1 June 2019.

Related annual reports

The Department of Youth Justice has received approval to prepare its first Financial Statements and Annual Report for the period 1 June 2019 to 30 June 2020.

In accordance with the *Annual report requirements for Queensland Government agencies*, non-financial performance for Youth Justice Services will be prepared on the basis that the service area has been in place for the full financial year effective 1 June 2019. Financial performance will reflect the establishment of the Department of Youth Justice effective 1 June 2019 to 30 June 2020. The Department of Youth Justice is expected to publish 2018-19 actual end of year performance results for Youth Justice Services' service standards on its website at www.youthjustice.qld.gov.au.

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Strategic Overview



Michael Hogan,
Director-General

This Annual Report represents the first full financial year of operation for the Department of Child Safety, Youth and Women. I am particularly impressed with how we have strengthened our commitment to listening to our clients, partners and communities and building stronger partnerships as we work together to improve outcomes for vulnerable Queenslanders.

My thanks to the many hard working and dedicated colleagues and teams who have supported me and worked together to achieve success in promoting our strategic agenda and delivering our core business.

Our service delivery

At the centre of everything we do is our commitment to delivering services in a way that has a real and positive impact on our most vulnerable children, young people, women and families. Because of the department's hard work we are seeing the rate of children coming into care slowly decrease, including for Aboriginal and Torres Strait Islander children. At the same time we are seeing more carers, particularly kin carers coming on board.

We are at the halfway point of our reform journey, *Supporting Families Changing Futures*. As at 30 June 2019, 72 of the 82 recommendations from the Queensland Child Protection Commission of Inquiry (Carmody Inquiry) led by the department are completed with the remaining ten in progress. Over the next five years of the ten year reform program – 2019-20 to 2023-24 – work will continue to embed existing reform and further strengthen the child protection system.

Our department is making significant progress in responding to all recommendations from the Apelt Review – *Strengthening Capacity across Queensland's Child Protection System*. Our commitment to increasing support for our vulnerable families and addressing pressure points in the child protection system has seen 13 of the 14 recommendations completed with the remaining recommendation, to implement a new integrated client management ICT system, well underway.

Stopping domestic and family violence is a key priority for our department and we continue our commitment to the *Queensland Domestic and Family Violence Prevention Strategy* with 52 shelters providing approximately 310 places of accommodation per night. This will increase to 320 places per night when new shelters in Caboolture and the Gold Coast commence operations.

In September 2018, the first Annual Youth Statement reporting on the progress of the *Queensland Youth Strategy* was released with 125 of the 129 actions reported as being on-track or completed. The department continued to lead the strategy creating opportunities for young people to participate in decision making and have a voice in developing relevant government policies, programs and services.

The department is leading implementation of the response to four of the recommendations from the Anti-Cyberbullying Taskforce Report and also supporting another three initiatives. We are initiating a public awareness and education campaign for adults, children and young people; delivering an online portal and a grants program; and supporting parents and carers to actively engage in prevention of bullying and cyberbullying.

We continued to lead the implementation of, and engagement with stakeholders on the *Queensland Women's Strategy*. The department will continue to work with all government portfolios through the Women on Boards initiative to increase the number of women on Queensland Government bodies, to achieve gender parity by 2020.

Youth Justice Services

The establishment of the Department of Youth Justice in 20 May 2019 brought with it a dedicated focus for delivering the whole-of-government *Youth Justice Strategy*. The new department is well positioned to deliver the reforms that will change the life stories and opportunities for Queensland children and young people at risk and in trouble. Our two agencies will continue to work side by side delivering important services and initiatives for children, young people and families. My deepest appreciation and admiration goes to the youth justice teams for their amazing work supervising and supporting young people.

Our valued staff

The department's senior leaders are committed to providing a positive and supporting workplace culture for staff so that they can thrive while doing their valuable work to create brighter futures for the most vulnerable Queenslanders.

The department has invested in the development and capability of our staff, recognising their contributions and enabling them to partner effectively and drive innovation and improvement.

The health and wellbeing of our staff is a core priority and we continue to invest in safe, rewarding and flexible workplaces.

Our cultural capability

As a department we respect cultural authority and the knowledge of Aboriginal and Torres Strait Islander peoples. We have continued to build our cultural capability so we can better support communities to develop and maintain cultural identity and connections through our work.

The First Nations Council provided strong leadership of the cultural capability of the department as custodians of the Aboriginal and Torres Strait Islander Cultural Capability Action Plan. The First Nations Council will continue to provide their valuable collective cultural wisdom, knowledge and guidance to decisions, strategies, initiatives, policies and programs into the future.

Our future state

Our new strategic plan provides a strong vision and purpose, clear objectives and strategies for the department and demonstrates how we contribute to *Advancing Queensland Priorities*. In developing this plan we have taken the time to listen to and learn from children, young people, women and families; together with committed partners and dedicated staff members.

Furthering this engagement and partnering positively with parents, families, communities and service organisations is key to achieving our vision for the department. We will continue to build and nurture these relationships and networks as we deliver more inclusive approaches to the increasingly complex needs of our clients and communities.

Like all genuinely mutual and productive relationships, engagement with Aboriginal and Torres Strait Islander communities needs to be based on respect which is offered and earned. We remain deeply committed to building our cultural capability and ensuring we provide responsive, tailored and respectful services at all times.

I look forward to continuing to work with our staff, our partners and our clients to achieve better outcomes for Queensland children, young people, women, men and families.

Snapshot our department

Our department and our clients

Total expenditure for the department in 2018–19
\$1.65 billion

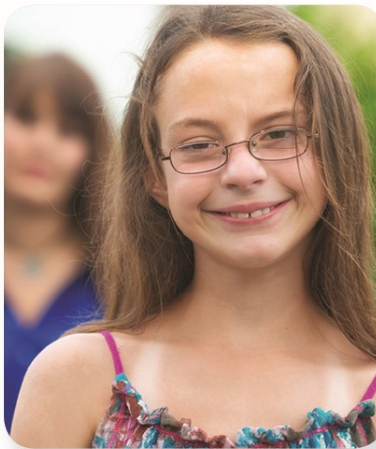


Carer Connect is an online app that connects foster and kinship carers with information about children in their care including medical records.

5256
carer families
(as at 31 March 2019).



33 Indigenous Family Wellbeing Services are contributing to reducing the likelihood of Aboriginal and Torres Strait Islander children coming into care.



We will **listen** to our clients, **involve** them in decision-making about their own lives and implementation of policies and programs that impact on them. We will **provide** the best possible customer service and **respect** people's human rights.

"I was treated with dignity and respect and supported to safely care for my children in my home and community."
(Young Aboriginal Mother, Logan)



We have **3487** full-time equivalent employees.

Our work and our impact



23,000 young people were supported during the 2018 Schoolies period.

86% frontline and frontline support staff – Our investment in these staff members aims to ensure the system can respond quickly and effectively to the needs of vulnerable children.

We **respect** cultural authority and **learn** from the knowledge of Aboriginal and Torres Strait Islander Queenslanders.

As at 31 March 2019,

9514 children were in foster/kinship care or residential care.

52% representation of women on the boards of Queensland Government bodies (as at 30 June 2019).

Helping our children, young people and families is everyone's responsibility. We all have a collective responsibility to come together and strengthen the support networks of our families, children and young people.



More than **1400** carers commenced in the last year (as at 31 March 2019).

“Young people’s views are heard and are informing policy and practice.”

(Young woman who has left care and currently working as a youth advisor.)

Domestic and family violence, in all forms, is a violation of basic human rights.

Summary of financial performance

This summary of financial performance reflects the period from 1 July 2018 to 30 June 2019. 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 loss of \$11 million for the year ending 30 June 2019. The loss in operating result includes a non-cash expense of \$10.4 million for the loss in valuation of Brisbane's Children Court land and buildings.

Operating Result	2018-19 Actual \$'000	2018-19 Adjusted Budget ¹ \$'000
Total income	1,640,512	1,599,682
Total expenses	1,651,590	1,599,682
Operating result	(11,078)	-

Income

The department's primary source of income is appropriation revenue provided by the Queensland Government for provision of services.

Revenue for the department totalled \$1,640.5 million against the adjusted budget of \$1,599.7 million. The variance of \$40.8 million (2.55 per cent) is mainly due to increased appropriation and user charges.

Sources of income	2018-19 Actual \$'000	2018-19 Adjusted Budget ¹ \$'000
Appropriation revenue	1,608,387	1,584,681
User charges and fees	26,482	14,500
Grants and other contributions	2,126	431
Other revenue	3,511	70
Other gains ²	6	-
Total income	1,640,512	1,599,682

Notes:

1. These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.
2. Gain on sale of plant and equipment.

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 \$1,651.6 million against the adjusted budget of \$1,599.7 million. The variance of \$51.9 million (3.25 per cent) is mainly due to higher supplies and services expenditure and losses on sale of revaluation of assets.

Assets

As at 30 June 2019, the department held assets valued at \$168.3 million. Assets totalling \$348.4 million were transferred to the Department of Youth Justice as part of the machinery-of-government changes effective 1 June 2019. Assets mainly include cash, receivables, property, plant and equipment and non-current assets held for sale.

Liabilities

Our total liabilities as at 30 June 2019 were \$52.3 million. Our liabilities consist primarily of payables for service procurement and provisions for employee entitlements.

Financial position

As at 30 June 2019, the net assets position was \$116 million.

Changes in equity	2018-19 \$'000
Balance as at 30 June 2018	447,236
Operating result	(11,078)
Net increase in asset revaluation surplus	535
Net equity adjustments	12,887
Net transfers out/in to other Queensland Government entities	(333,550)
Balance as at 30 June 2019	116,030

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 54 of the *Financial and Performance Management Standard 2019*.

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



Our Department

Government objectives for the community

- **Give all our children a great start:** We contribute to the priorities to increase childhood immunisation rates, improve wellbeing prior to school and increase the number of babies born healthier.
- **Keep communities safe:** We support the priorities to reduce the rate of crime victimisation and reduce rates of youth reoffending.
- **Create jobs in a strong economy:** We support the priority to engage more young Queenslanders in education, training and work.
- **Keep Queenslanders healthy:** We support the priority to reduce suicides.
- **Be a responsive government:** We support the priority to make services easy to use.

Our strategic plan

Our Strategic Plan provides a strong vision and purpose, clear objectives and strategies and demonstrates how the department contributes to Advancing Queensland Priorities. The department's Strategic Plan can be found on our website at: <https://www.csyw.qld.gov.au/about-us/our-publications/corporate-publications/strategic-plan>.

Vision, objectives and performance indicators

The department's vision is to see Queenslanders safe and thriving in families and communities. Objectives and performance indicators are outlined at the beginning of each service area chapter.

Priorities

Our priorities in 2018-19 included:

- progressing the *Our Way* strategy to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the Child Protection System by 2037
- implementing the first five years of *Supporting Families Changing Futures*
- continuing to engage communities and stakeholders in partnerships to continue the implementation of the *Queensland Domestic and Family Violence Prevention Strategy*
- leading the *Queensland Youth Strategy* to ensure young people have a voice in developing government policies and services.

Strategic opportunities

- Build more culturally safe and capable practices.
- Strengthen our client focus and customer service.
- Partner, collaborate and co-design services and solutions with others, including place-based responses.
- Leverage local and global knowledge and stimulate innovation at all levels.
- Improve information systems and networks for more integrated service delivery.
- Investing early to prevent people from experiencing violence, abuse and neglect.

Strategic risks

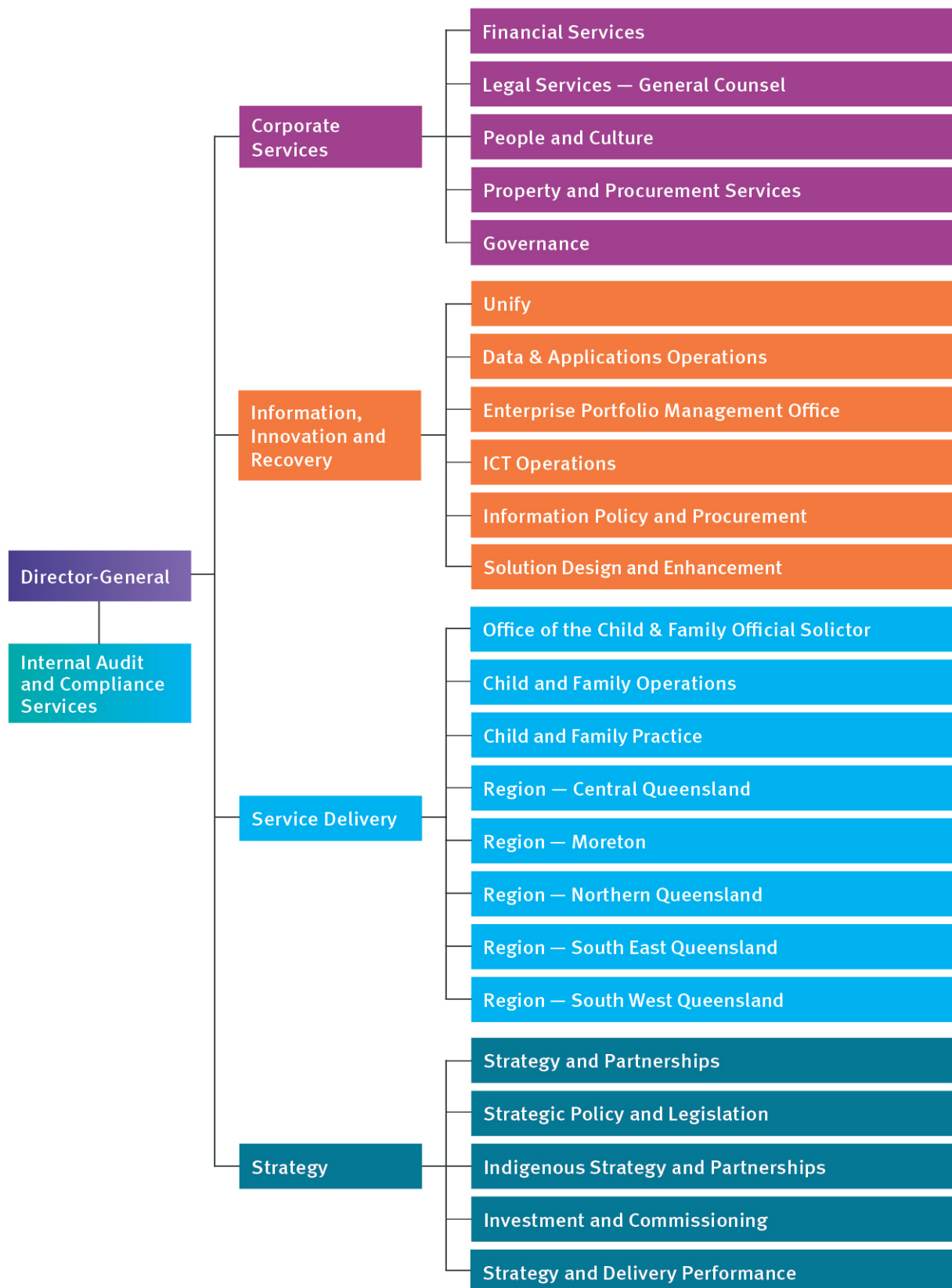
- Harm to children or young people in our care or custody.
- Harm to safety and wellbeing of staff, and challenges to workforce attraction and retention.
- Capability and capacity to respond to growing demand, increasing complexity of clients and communities, and to deliver multiple system and service delivery reforms.
- Breaches of information privacy and security, statutory rights and responsibilities.

National agreements

The department leads implementation and negotiations associated with the 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 and the 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 and the Bilateral Agreement between the Commonwealth Government and Queensland for the transition to the National Disability Insurance Scheme.

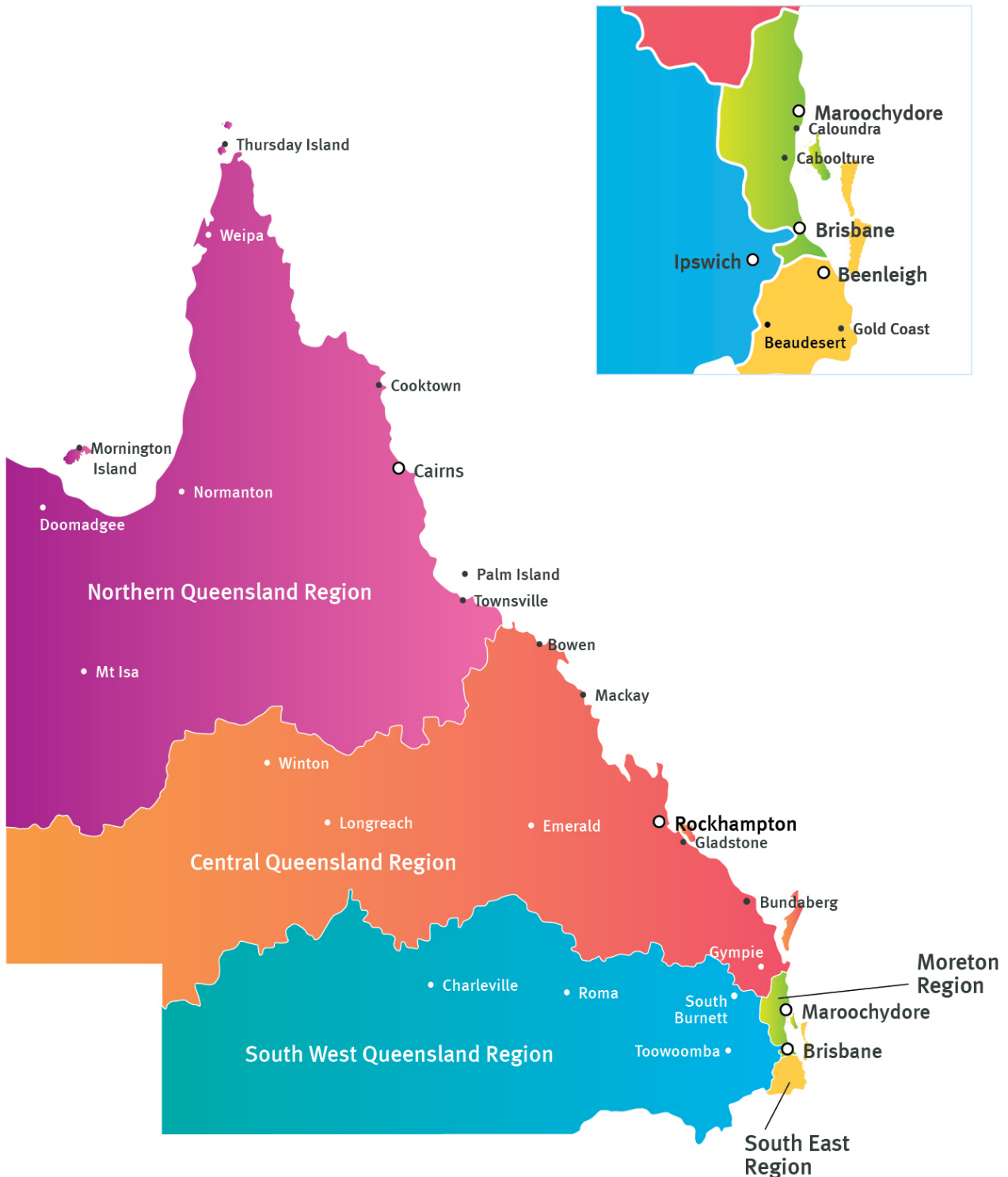
Our organisational structure



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.





Regional highlights

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.

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.

Northern Queensland Region

On 24 May 2019, the department and representatives from the education sector came together for the inaugural **Better Together for Brighter Futures Forum** with a focus on improving educational outcomes for children and young people in care, and developing practices and relationships that support the child's present and future. Cairns Catholic Education, Department of Education and the Department of Child Safety, Youth and Women collaboratively presented the #better Together for Brighter Futures.

The 130 participants comprised Senior Team Leaders, Senior Practitioners and other Senior Officers from the department, Guidance Officers and Senior Guidance Officers from the Department of Education and counsellors and student wellbeing team members from Cairns Catholic Education.

The Better Together for Brighter Futures Forum was born out of the recognition that whilst child safety and the education sectors work together, there were still issues identified regarding each organisation's understanding of how and what each service does, can do, and have done, in working towards the best interest of the child.

The main aim was to foster, develop and maintain more collaborative working relationships between staff from all agencies. It was a fantastic day with the three agencies developing action plans for their own catchment areas. The feedback from the group was inspiring and all attendees are committed to continuing this valuable work together.

The Mt Isa-Gulf Child Safety Service Centre has been working to start the **Mt Isa Community of Practice for domestic and family violence**. The aim being to use the David Mandell 'Safe and

Together' model to focus and support a coordinated response, framework and language within agencies who work with families experiencing domestic and family violence in Mt Isa.

The Community of Practice is made up of 25 members from 16 government departments and non-government organisations agencies in Mt Isa. Each workshop includes a one hour link to the Safe and Together representative to work through a case from the lens of that theme.

Everyone was very excited and committed to be working and learning together across both the government and non-government sectors to create a change in how we work with families and each other to benefit our families.

The participants provided positive feedback after the two day training and the first workshops reporting that they can already see how they can make simple changes in interacting with families which will impact on outcomes. We are very excited to see how the Community of Practice will grow and develop over the next few months.

Central Queensland Region

The **Gungdoo (Child/ren) Dreaming Cultural Connections Program** is a 10 week program, developed in 2018-19, aimed at positively influencing the wellbeing of young people in care, with a focus on enhancing connection to culture, family, community and country. As 38 per cent of the children and young people in care in Bundaberg are Indigenous, it was identified there was a need for a program to keep these children and young people connected to their culture.

The program has a large range of activities for young people to participate in including, meeting with Elders, learning the local language and generic dance mimicking (kangaroo, emu and eagle) from a Traditional Owner, learning local cultural knowledge and Dreamtime stories regarding the coloured sands at Coonar. Elders also teach young people how to cook damper and find animal tracks in the bush and paint boomerangs.

The first program commenced in Bundaberg in July 2019 with 22 young people being invited to participate. The program has been well received with 15 to 16 young people consistently attending each week. Child Safety Officers from the Bundaberg Child Safety Service Centre are also regularly attending. An identified benefit from their participation has been a growth in their own cultural knowledge and capability enhancing their work with the children.

It is hoped a return to country trip for Bundjalung young people will be facilitated in the near future. The young people who attended enjoyed the program and received certificates of attendance at the conclusion of the 10 weeks.

As the program is new to Bundaberg, there is scope for further enhancement once the program establishes. The Bundaberg Child Safety Service Centre is also exploring ways to actively include foster carers as part of this program so they can also support the cultural needs of children and young people in their care.

South East Region

In August 2018, a Gold Coast Child Safety Service Centre in conjunction with the **Domestic Violence Prevention Centre Assessment and Service Connect (DVPC ASC)** became involved with a family after the mother experienced extreme domestic and family violence by her partner with her five year old son present. The partner misused alcohol and prescription drugs on a daily basis and had access to firearms and other weapons. The mother and son expressed extreme fear of the partner.

When the department became involved, the mother left the partner to relocate to a refuge. The partner was charged by the Queensland Police Service and received bail from the court. The

department partnered with DVPC ASC given the risk indicators. DVPC ASC worked with the mother to find stable accommodation; enrol the child in prep with a scholarship; begin legal proceedings around family law and increase her safety through active safety planning on an individual and system level.

DVPC ASC assessed that many of the goals identified during the intervention period were met and that the support given by the Child Safety Service Centre had a positive impact on the family.

The mother also provided significant positive feedback. While DVPC ASC are aware that the former partner continues to hold significant risks to the mother and child, the mother continues to develop her safety plan using skills developed during the intervention period. She also continues to work with support services.

DVPC and ASC are co-located with the Child Safety Service Centre and this has positively increased collaboration by the department and these services to get better outcomes for children.

South West Region

A **backyard family meeting** proved a great success when child safety came into contact with an Aboriginal family who were caring for five children. This family had been involved with child safety for several generations.

The parents were unable to care for the children due to escalating domestic violence, drug and alcohol misuse and mental health challenges. Over a period of time all the children were removed and placed into a kinship placement with their grandmother. The parents had very negative interactions with the grandmother and the contact with their children became less and less. The grandmother had significant hesitations towards working with child safety.

The Convenor, who was an Aboriginal woman, decided that holding a family meeting would allow the family to work together to identify strategies and make decisions about their children and family. They worked closely with the Cultural Practice Advisor from the service centre to explore approaches to engage the family.

Initially the Convenor met with the grandmother on several occasions, drinking many cups of tea in the backyard and discussing plans for how the family could have safe connection and how the children's voices could be heard.

The Convenor and Cultural Practice Advisor also identified all the practical needs of the children by talking with them. This was significant in building trust with the grandmother and agreeing to a family meeting. Over this time the parents were also wanting to start conversations with the children.

The first meeting was held in the grandmother's home where the parents and the extended family attended including: brothers; sisters; aunties; and uncles. It was established that the family would prefer that child safety attend but make no comments or talk about the past as the children were on a Long-Term Guardianship Order. The roles of the Cultural Practice Advisor, Senior Team Leader and Child Safety Officer in the meeting were to allow space for the family to connect.

A Yarning Mat was placed in the back yard under a tree. Acknowledgements and introductions were made followed by the Convenor talking about self-determination and how each young person's needs can be met, and how child safety can support the whole family. Both parents contributed at the meeting.

After the meeting was finished the father, on his own initiative, starting cooking the sausages that the Convenor had purchased. One of the children made a comment this was the first time dad had cooked for the family in a long time and it made her feel really happy.

The Convenor organised a painting to be done with all of the family's handprints as well as staff, including comments from the young people. This was a form of an agreement that had occurred at the meeting.

The grandmother was happy that the five core elements of the Aboriginal and Torres Strait Islander Child Placement Principle were used throughout the day, because it reverted back to the importance of country and connection to culture. She also expressed how encouraging it was to connect with an Aboriginal women from child safety throughout the process, which made her feel safe and empowered. She commented on how this process could really change outcomes for the department.

Every day, our staff and partners support thousands of Queenslanders experiencing vulnerability or who are at risk. Some of our dedicated Child Safety Officers from South West Region talk about their inspirational clients.

“As a teenager this young person really struggled with her identity as she had not known her mother or father since birth. Even though she was with amazing carers she was missing the biological connection. I did some research and made contact with her mother and over a few months the young person and her mum began to exchange letters and photos, slowly this connection progressed to a couple of phone calls. The trauma-based behaviours this young person had been showing decreased and she started to be more positive about her future.”

“In the last 12 months one young lady has worked incredibly hard with the endless support of her carers, child safety and the support agency. She graduated high school last year whilst also completing a course in beauty, working two part-time jobs and pursuing her passions of modelling and cheerleading. This young lady was able to get her license and buy her first car! The service centre is so proud of her achievements. She is very hard working and driven young women, and is so excited for this new chapter of adulthood and where life will take her”.

“Due to a very strong supportive family network, mother and baby were able to remain together and child safety were able to step back and support the family in ensuring the baby was safe and mum received the right support – no orders were needed.”

“This year we have had a young man, who has resided in 24 hour youth work care for the last five years, move into Semi-Independent Living Support (SILS) and start a Traineeship in Hospitality. This young person struggled with his education after year 7, so this is a wonderful achievement and he should be very proud of himself. He is growing into a responsible young person....we are so proud of him”.

“A young aboriginal teenager chose her own placement, maintained connection to her sport and represented Queensland during 2018-19”.

“A young teenage girl made a regional AFL Team earlier in the year, excelling in a sport that has been dominated by males – she is a great role model for other young girls.”

Moreton Region

The **Early Indigenous Response Collective (EIRC)** is a local initiative established across Aboriginal and Torres Strait Islander staff in the child protection sector, in partnership with Maroochydore Child Safety Service Centre in achieving greater outcomes for Aboriginal and Torres Strait Islander children and families entering the tertiary child protection system.

The Maroochydore EIRC was established in April 2017, with the explicit aim of reducing over-representation of Aboriginal and Torres Strait Islander children entering care.

Since the group's commencement two years ago, there has been a 73 per cent reduction in the need for in-home interventions being opened in the tertiary system with Aboriginal and Torres Strait Islander families.

The group celebrated being awarded for 'Innovation within the sector' in achieving best outcomes for Aboriginal and Torres Strait Islander children and young people at the inaugural Queensland Aboriginal and Torres Strait Islander Child Protection Peak Community Controlled Child Protection Awards in September 2018.

The **HALT** model was set up in the Brisbane District Regional Intake Service in November 2018 to stop and safely divert Aboriginal and Torres Strait Islander children from the child protection system. As at 30 June 2019, the model has successfully diverted 101 individual Aboriginal and Torres Strait Islander children from our local Child Protection system, while actively linking these children and families with the necessary supports available through our funded services.

An intervention program developed by the department, **Walking with Dads** is applying a domestic violence-informed lens to support fathers to take parental responsibility and be accountable for the harm their behaviours cause in families.

The Walking with Dads program works directly with both parents and is delivering positive and safer outcomes for children. The program also builds the capability of all child safety staff to be domestic violence informed in their assessment, collaboration and intervention casework.

An evaluation of the Walking with Dads initiative is in the process of being finalised by Dr Silke Meyer from the Domestic and Family Violence Centre at the Central Queensland University. An initial early stage evaluation report confirms the benefits and positive outcomes associated with the program. The final report will include the view of professionals, stakeholders and a small sample of parents.

One of our dedicated Mt Gravatt Child Safety Officer speaks about her role.

"I guess an area that really caught my interest was engaging with families who've had their children removed from them. At times, you know, things go wrong in people's lives and people make the wrong choices, but I think we're there to help them and support them and get them back on their feet so that they can have that ongoing contact with their children.

There's definitely a lot of challenges in our role, but you do see families get back on their feet and you do see children go home to their families and you do see change. It does fire you up, it really gives you hope as well. I do feel like I am making a difference."

Our future priorities

After our first full financial year of operation and the creation of the new Department of Youth Justice it was timely to develop a new *Strategic Plan 2019-2023*. The plan has a clear focus on listening to our clients and it 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*.

Our key objectives and strategies will drive this work to:

- enable the safety and wellbeing of children and young people experiencing vulnerability, especially those in or leaving care
- end domestic, family and sexual violence and abuse
- enable young people to have their voice heard and provide opportunities to lead and contribute
- promote gender equality and provide opportunities to lead and contribute
- value and support our staff.

Our key priorities for 2019-20

Through the *Supporting Families Changing Futures 2019-23* strategy, we will continue to invest in frontline services and create stronger networks of services and partnerships to support families experiencing vulnerability to help keep their children safe and well, and to improve wellbeing for children in care.

New and enhanced initiatives under *Our Way*, a generational strategy for Aboriginal and Torres Strait Islander children and families to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system by 2037, will also be progressed. The second *Changing Tracks* Action Plan 2020-2022 will be developed to deliver culturally responsive child, youth, family support, domestic violence and care services.

The department will continue to implement the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse and the Queensland Family and Child Commission.

We are working to deliver quality services through a capable and motivated workforce including an additional 116 new frontline staff over the next three years.

The department is leading and facilitating efforts to prevent and respond to domestic and family violence, including engagement with community and corporate stakeholders. We will continue to contribute to the implementation of the *Queensland Domestic and Family Violence Prevention Strategy*.

New and expanded services will be rolled out to prevent and respond to youth sexual violence including community education activities and place-based trials to respond to young people who have experienced sexual violence or are engaging in early sexual offending behaviour.

The department will continue to lead the *Queensland Women's Strategy* to encourage government, the private sector and the wider community to take significant action to achieve gender equality in Queensland.

We will also continue leading the *Queensland Youth Strategy* to create opportunities for young people to participate in decision-making that will affect their lives now and in the future.



Child and Family Services

Our objective

- Enable the safety and wellbeing of children and young people, especially those in or leaving care.

Our strategy

We will work with parents, families and communities to support loving homes and enable children, especially children in care, to be safe, loved and thriving.



Our performance indicators

- Reduce child abuse and neglect.
- Improve outcomes for, and wellbeing of children in, or at risk of entering the child protection system.
- Reduce the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system.

Our achievements

- Facilitated the continued 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 of Aboriginal and Torres Strait children and families in the child protection system 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.



Child Safety reforms

The Queensland Child Protection Commission of Inquiry (Carmody Inquiry) and subsequent Government responses set out an ambitious 10 year roadmap for reform of the state's child protection system.

Substantial progress has been made in the first five years of reform which have focused on building a system to support families earlier and to restore and improve the child protection system.

Building a strong continuum of care, from early intervention to tertiary support has been a priority. Frontline services have been restored and boosted through additional funding and positions and related strategies to address the ongoing demand for services.

More services including Family and Child Connect Services, Intensive Family Support Services, Aboriginal and Torres Strait Islander Family Wellbeing Services and Assessment and Service Connect, have been established to support families earlier when experiencing risk and vulnerability.

The release of *Supporting Families Changing Futures 2019-23* in July 2019 marked the halfway point in the ten year reform plan arising from the Carmody report in 2013. The strategy builds on what has been achieved to date and outlines the key priorities and actions over the next five years.

Transition to adulthood and extending foster carer allowance

All young people need support, especially when moving out of home – even more so for young people exiting care.

Education, training, employment and housing are key areas young people have to navigate and prove even more difficult for young people with a care experience who may not have the support of a significant person in their life.

The department is committed to doing more to support these young people in their transition to adulthood and funds Transition to Adulthood initiatives including Next Step After Care to support young people transitioning or who have transitioned from care.

The Specialist Services Team provides direct 'hands on' support for young people transitioning from care who have complex and extreme behavioural, psychological, emotional, disability and mental health needs and who are most at risk of homelessness.

When there are outstanding case plan goals that have not been met when a young person reaches 18 years of age, and they wish to receive ongoing casework support from the department, support can be provided through a support service case. A support plan is developed in consultation with the young person and reflects remaining goals needing to be completed from the young person's transition to adulthood plan.

In 2018-19, the department announced extending the foster and kinship allowance to support the change in eligibility as a result of the introduction of Prep into Queensland, ensuring young people can remain with their carers regardless of their education status, until they turn 19 years of age.

More support for Indigenous families is paying off

The *Our Way* strategy is a 20 year commitment to close the gap in life outcomes for Aboriginal and Torres Strait Islander children and families and eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the child protection system by 2037. The *Changing Tracks Action Plan 2017-18*, developed in partnership with First Nations peoples sets the foundation for change to ensure all Aboriginal and Torres Strait Islander children in Queensland grow up safe and cared for in family, country and culture, is the first phase of the strategy and is showing early positive results.

The proportion of Aboriginal and Torres Strait Islander children in care has stabilised after fourteen consecutive years of increases in Aboriginal and Torres Strait Islander over-representation in the child protection system. A total of \$34.4 million per year has been invested to roll out 33 Aboriginal and Torres Strait Islander Family Wellbeing Services across the state, making it easier for families to access the support they need, when they need it.

More than 5,200 Aboriginal and Torres Strait Islander families have been referred to Family Wellbeing Services, which in turn means these families are receiving more support to help make sure they can safely care for their children at home.

Improving experiences for children in care and leaving care

Support for foster and kinship carers has been transitioned to non-government agencies to help ensure carers receive the support they need in their caring role.

A new digital health pathway for children in care has commenced where children have an initial health check within 30 days of entering care and a comprehensive health and development assessment within 90 days.

In addition a trauma based therapeutic framework, Hope and Healing, has been implemented to improve the quality of care provided to children and young people in residential care.

The Next Step After Care service was established to provide services and support for young people as they transition from care to live as independent adults. More than 2,000 young people have accessed Next Step After Care.

Performance scorecard

Service standards and other measures	Notes	2017-18 Target/Est	2017-18 Actual	2018-19 Target/Est	2018-19 Actual
Child and Family Services¹					
Rate of substantiated harm per 1000 children (0-17 years of age)	2,3,4	4.9	5.1	5.1	Not available
Rate of children subject to protective orders per 1000 children (0-17 years of age):					
• All children	2,3,4,5	8.7	8.6	8.5	Not available
• Aboriginal and Torres Strait Islander children		47.6	46.6	46.0	Not available
• Non-Indigenous children		5.4	5.4	5.3	Not available
Rate of children entering out-of-home care per 1000 children (0-17 years of age):					
• All children	2,3,6	2.0	2.1	2.1	Not available
• Aboriginal and Torres Strait Islander children		10.3	10.5	11.1	Not available
• Non-Indigenous children		1.3	1.4	1.3	Not available
Percentage of Aboriginal and Torres Strait Islander children placed with kin, other Indigenous carers or Indigenous residential care services	7	59%	56%	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	38%	39%	38%	Not available
Out-of-home expenditure per placement night	9	\$157	\$184	\$176	Not available

Notes:

1. 2018-19 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 2019.
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 service standard 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. Historical data shows an upward trend in the rate per 1000 children subject to protective orders, in particular court assessment orders which are used to provide the authority for a number of actions that allow for the completion of an investigation. It is anticipated that the rate will increase slightly in 2019-20, stabilise thereafter and 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. To date, the child and family reform program has been successful in moderating demand growth on the child protection system, including the number of children entering care, despite the increasing complexity of families coming to Child Safety's attention. Achieving a reduction in the rate of children entering out-of-home care is expected to occur over several years.
7. The service standard 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. A key reason for the increase in out-of-home care expenditure per placement night is the increase in children in care with complex needs and challenging behaviours. The department has also increased expenditure to better support young people transitioning from care to adulthood.



Women, Violence Prevention and Youth Services

Our objectives

- End domestic, family and sexual violence and abuse.
- Enable young people to have a voice and provide opportunities to lead and contribute.

Our strategies

- We will work with communities and our partners to enable people to recognise, prevent and respond effectively to domestic, family and sexual violence, and ensure the way we work supports people who have experienced violence and holds those responsible to account.
- We will work with communities and our partners to enable young people to have a voice in developing relevant government policies, programs and services and enable young people to have a voice and contribute to the future of their community.
- We will promote gender equality for women and girls, and lead and facilitate projects to support, promote and protect women's rights, interests, leadership and wellbeing.



Our performance indicators

- Improve gender equality for women and girls.
- Improve the social, economic and civic participation of young people.
- Reduce the rate of domestic, family and sexual violence.

Our achievements

- Continued to implement relevant actions under the *Queensland Domestic and Family Violence Prevention Strategy* and the *Queensland Violence against Women Prevention Plan*.
- Launched Queensland's Framework for Action – Reshaping our approach to Aboriginal and Torres Strait Islander domestic and family violence and Queensland's plan to respond to domestic and family violence against people with disability.
- 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. The department is committed to investing in contemporary service delivery models that are responsive to the needs of victims of domestic and family violence, including mobile support services that provide specialist case management support to address immediate safety needs.

The department continued to respond to a number of the recommendations of the *Not Now, Not Ever* report and implemented the *Queensland Domestic and Family Violence Prevention Strategy*. DFV Implementation Council data indicates that systems are now stronger, services are more responsive and community attitudes towards domestic and family violence are changing.

The department recognises the need to place a greater focus on meeting the needs of Queenslanders disproportionately more likely to experience domestic and family violence or who face additional barriers when accessing support. This will be achieved through the implementation of initiatives such as *Queensland's Framework for Action – Reshaping our approach to Aboriginal and Torres Strait Islander domestic and family violence*, and *Queensland's plan to respond to domestic and family violence against people with disability*.

The department will continue to contribute to the implementation of the *Queensland Domestic and Family Violence Prevention strategy*, *Queensland's Framework for Action – Reshaping our approach to Aboriginal and Torres Strait Islander domestic and family violence*, and the *Action Plan* for Queenslanders with disability who experience domestic and family violence.

Fighting sexual violence in Queensland

Enhanced services, as a result of recommendations from the *Queensland Violence against Women Prevention Plan* and the Youth Sexual Violence and Abuse (YSVA) Steering committee Final Report are tackling the complex and entrenched issues of sexual violence in Queensland's communities. A holistic approach to combating sexual violence is being undertaken by the department with significantly increased funding for sexual assault services that target young people experiencing sexual harm and supporting early intervention responses to support young people exhibiting reactive or problematic sexual behaviours.

Since the release of the Final Report the department has completed and advanced a number of recommendations including the commissioning of additional youth sexual violence services; extending Respectful Relationships education in schools and tackling cyberbullying.

Sexual abuse counselling services to provide counselling and support to children and young people in the child protection system is also being provided.

Providing Support for Young Queenslanders

The department is committed to assisting young people at risk and experiencing challenges who need support. Youth support and case management services provide one-on-one support and assistance, including referrals for young people who need additional or specialised help. Enhancements to the youth support model during 2018-19 included extending the date range to include eight to 21 year olds and streamlining processes.

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.

Promoting gender equality and women's wellbeing

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 49 per cent as at 30 June 2019 compared to 31 per cent in July 2015. This result is well on track to meet the objective of parity by 2020. The department has 79 per cent women on its government bodies and its Executive Board comprises 50 per cent women.

The department has continued 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 continue implementation of the *Queensland Women's Strategy across its priority areas; leadership and participation; economic security; safety; and health and wellbeing*.



Royal Commission into Institutional Response to Child Sexual Abuse

The department has lead responsibility for 59 of the 189 recommendations that build on 220 earlier recommendations from the Royal Commission into Institutional Response to Child Sexual Abuse final report. Three have been completed and others are underway with the reform agenda to be progressed over five years.

The Queensland Government provisioned approximately \$500 million for participation in the National Redress Scheme for Survivors of Institutional Child Sexual Abuse (National Redress Scheme). The National Redress Scheme provides eligible applicants support through a monetary payment, 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.

In November 2018, we commenced participation in the National Redress Scheme and as at 30 June 2019, 507 requests for information on the scheme had been received. The department has also established and provides secretariat support for the Truth, Healing and Reconciliation Taskforce. The Taskforce enables the voices of people who experienced institutional child sexual abuse, and their supporters to remain central to our implementation of the Royal Commission's proposed reforms.

Performance scorecard

Service standards and other measures	Notes	2017-18 Target/Est	2017-18 Actual	2018-19 Target/Est	2018-19 Actual
Women, Violence Prevention and Youth Services¹					
Percentage of women appointed to Queensland Government Boards	1	50%	47.5%	50%	52%
Number of domestic and family violence counselling service users with cases closed/finalised as a result of the majority of identified needs being met	2	-	28,040	26,000	21,915
Percentage of youth receiving Youth Support services whose majority of needs have been met	3	-	57%	57%	58%
Average cost per hour of counselling services for people affected by domestic and family violence	4	-	-	\$120	\$117.82
Average cost per <i>hour</i> of Youth Support service delivery	5	\$145	\$122	\$122	\$122

Notes:

- This is a whole-of-government measure 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.
- The Domestic and Family Violence 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 (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. All data is reported to the department by service providers as part of their service agreement requirements.

In 2018-19, this was a new measure. During the year, a small number of large high-volume providers have implemented new client management systems that more accurately capture the work undertaken with clients and

their situation at case closure. This has seen a reduction in the number of case plans closed/finalised with the majority of identified needs met. As a result, targets for 2019-20 for this measure have been reduced to 20,000. Data quality will improve as providers implement similar initiatives.

3. This measures the percentage of Youth Support program, Support and Case Management 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.
4. This measure is calculated by dividing the total amount of funding provided by the department to service providers by the total amount of counselling hours reported by funded organisations. 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..
5. 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 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.
- Value and support our staff.

Our strategy

We will invest in the development and capability of our staff, and enable them to partner effectively and drive innovation and improvement, and recognise their contributions. We will listen to our staff and address their concerns, provide safe, rewarding, flexible and supportive workplaces and make the safety, health and wellbeing of our staff a core priority so that we can achieve our vision.



Our performance indicators

- Make our services easy to use, accessible and culturally meaningful.
- Provide capable, responsive, effective and accountable services.
- Positively engage employees and stakeholders.

Our achievements

- Continued maturing the department's operating and organisational arrangements.
- Encouraged effective leadership, management and workforce planning practices.
- Strengthened the governance framework to support 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.
- Built capability in progressing a performance architecture for the department.



First Nations Council

The First Nations Council, formed in 2018, continues to provide strategic advice and a cultural lens on decisions, programs, policy and projects across the department. The First Nations Council's role is to ensure culturally sensitive and respectful consultation and collaboration regarding decisions made in relation to Aboriginal and Torres Strait Islander children, families, communities and staff. The council gives Aboriginal and Torres Strait Islander departmental Elders, emerging leaders and other staff a voice at the highest level and acts as custodian of the *Respectfully Journey Together Cultural Capability Action Plan* and *Cultural Capability Framework*.

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 continuation and support for the Council.

The First Nations Council works with the Portfolio Executive Board on priorities including: building Cultural Capability across the department; redress, healing and restorative justice; and the *Our Way*, child safety, youth and women strategies.

Current members of the First Nations Council as pictured from left to right, include: back row, Chair Ron Weatherall, Aunty Kim Thursby; Uncle David Don; Uncle Leslie Skelton; Aunty Sharon Smith; Aunty Rose Malone; Aunty Adelina Stanley; Aunty Tracey Motlop; front row, Aunty Maureen Ervine; Michael Hogan (as guest) and Aunty Lesley Williams. Members not pictured: Uncle Arnold Wallis and Aunty Helen Dingle.

NAVIGATE leadership and management program

The department's leadership and management program NAVIGATE 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.

Innovation and technology

In 2018-19, the department successfully implemented the final phase of the Our Child Project. Our Child is a multi-agency information sharing platform, allowing for faster real-time sharing of information between agencies in the event of a child in care being reported as missing. Phase 1 was completed in March 2018 to enable real-time sharing of data between the Department of Child Safety, Youth and Women, Department of Education, Office of the Public Guardian and the Queensland Police Service. Phase 2 was completed in March 2019 and saw the introduction of key health data from Queensland Health.

In September 2018, the department launched Carer Connect, a web and mobile friendly app which was developed to provide Carers with improved and secure access to information and support. Carer Connect is an outcome of the Partners in Care initiative with Queensland Foster Kinship Care with more than 1,100 carers using the app since its launch. The app provides carers with immediate access to children's important information such as their health history, cultural background, and critical care documentation such as Authority to Care forms and the child's birth certificate.

Carer Connect also links with kicbox, the kids in care digital memory box which allows Carers to upload photos and post stories for the children in their care on their kicbox profile, providing them with a sense of belonging and lifelong memories. A huge benefit of the Carer Connect app is that child safety officers can show a child the carers profile when they are about to be placed, showing them photos of their home, their family and learning a bit about them, to help make the transition as easy as possible for the child.

Also in 2018-19, the department progressed the planning for the replacement of the core client management system, the Integrated Client Management System. This is a complex multi-year program called Unify, with the department delivering the Detailed Business Case, resulting in the Government committing funding for the first stage which commenced 1 July 2019.

These innovative solutions are complementing and continuously improving on the current child protection practices, providing more contemporary and direct channels between child safety staff and young people.

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

The department's governance structure is based on four key governance tiers: executive governance; leadership and performance governance; corporate governance; and customer and stakeholder voices. This governance structure continued to support Youth Justice Services until machinery-of-government changes were finalised.

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 **Child and Family Leadership and Performance Committee** and **Youth Leadership and Performance Committee** (including Youth Justice Services) 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 **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, Safety 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.

The Director, Governance undertook a review of the committees in 2018-19. The committees were generally found to be operating as intended, with some committees more mature than others.

It was recommended that in 2019-20 the two Leadership and Performance Committees be combined to reduce duplication and improve focus on strategy and delivery performance.

Following machinery-of-government changes, which transferred Youth Justice Services to the new Department of Youth Justice, in 2019-20 the Portfolio Executive Board will be renamed the Executive Board and focus only on the Department of Child Safety, Youth and Women.

Both departments will continue to share the expertise of the First Nations Council and the Information and Innovation Committee.

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 2019 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.

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.

Rob Seiler, Deputy Director-General and Chief Operating Officer, Service Delivery, BA (Humanities), GradDip Education

Rob was appointed Deputy Director-General and Chief Operating Officer on 1st July 2018.

Rob has held various senior executive roles in Government and Statutory Authorities in Queensland. Rob began his career as an educator and served as a principal at many schools throughout the state, ranging from small rural communities to large metropolitan settings.

Rob has a commitment to supporting the pathways for children and young people. Rob was awarded a Public Service Medal / Australia Day Achievement Award in 2013 for outstanding client service.

Amanda Currie, Assistant Chief Operating Officer, Service Delivery, BSocSc (Human Services)

Amanda was appointed to the temporary role of Assistant Chief Operating Officer in August 2018.

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 Executive Director for South East Region, Department of Communities, Child Safety and Disability Services

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 37 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 was appointed the Chief Information Officer for the former Department of Communities, Child Safety and Disability Services in 2012; and post machinery of government changes, was appointed the role of Assistant Director-General and Chief Information Officer of the Department of Child Safety, Youth and Women in late 2017, taking the role of CIO for not only CSYW but also the Department of Communities, Disability Services and Seniors and the Department of Youth Justice.

Darrin has over 32 years' experience working in Government and Executive management roles and the Information and Communication Technology industry. Darrin has overseen the delivery of a number of strategic and innovative 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, with the implementation of the Our Child solution; and digitising services across the child protection system to staff, partners, foster carers and vulnerable children by delivering solutions such as kicbox, Carer Connect and CS Xpress.

Darrin has recently overseen the delivery of the Detailed Business Case for the replacement of the Integrated Client Management System and the commencement of the Unify Program Stage 1 in July 2019.

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

Arna was appointed as Regional Executive Director, Northern 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.

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

Michael has 33 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 has been instrumental in developing the department's cultural capability framework and in progressing a number of significant service delivery initiatives.

Michael is an ANZSOG fellow, and plays a coordinating role in the OneGovCQ Leadership Group which aims to improve collaboration and build public sector capacity in Central Queensland.

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 is acting 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 Services 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, Regional Executive Director, South West Region, BA (Welfare and Psych), BSc (Psych), LLB, EMPA

Bernadette commenced as Regional Executive Director, South West Region in April 2018.

Prior to this, Bernadette was the Executive Director, Child and Family Reform from 2016 and then Executive Director, Operations. Bernadette was the Regional Director, Child and Family (Central Queensland) from 2011 to 2016.

Bernadette joined the department in 1992 as a child care officer working in statutory child protection and juvenile justice. Over the past 27 years, she has worked in a variety of regional direct service delivery and leadership positions across both youth justice and child protection.

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.

Shannan Quain, Executive Director, People and Culture, and Chief Human Resources Officer, B App Sci, Grad Cert Bis, Dip Business, Dip Training and Assessment

Shannan is currently Executive Director, People and Culture, and Chief Human Resources Officer.

Since commencing in the role in December 2018, Shannan has led People and Culture to be more focussed on human centred design and the employee experience. Shannan has implemented a whole of sector Workforce Planning Community of Practice and is leading the way on workforce design reforms with Child Safety. Safety and Wellbeing has been a key focus with the launch of the Wellbeing Portal for all staff to access resources that help to support and promote safety and wellbeing.

Shannan has worked in a range of senior leadership roles in state and federal government and was a finalist in the HR Manager of the Year in 2018 and was named as a HR Rising Star 2018 by HR Director Magazine. As part of the National Australia Day Awards, Shannan received the Australian Statisticians Award for her work in Capability Development in the Australian Public Service.

Shannan has a Bachelor of Applied Science from Queensland University of Technology and a Graduate Certificate in Business from the University of Queensland.

Ron Weatherall, Executive Director Indigenous Strategy and Partnerships, B Bus (Accounting)

Ron is an Aboriginal man descendent from the Kamilaroi peoples of South West Queensland and northern New South Wales.

Ron was appointed to the position of Executive Director, Indigenous Strategy and Partnerships, in June 2018. Ron has over 30 years' experience in senior executive positions across the State and Commonwealth public services, and was a former Deputy Director-General, for the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) in Queensland, and the Regional Director, Child Safety, in Central Queensland.

Ron has experience in strategic management, planning, and policy development in the areas of Indigenous affairs, child protection, and employment and training, and has led a number of major reforms across these areas.

Darren Hegarty, Senior Executive Director, Youth Justice Services and **Sandra Moore, Regional Executive Director, North Queensland Region** were members of the Portfolio Executive Board until commencement of the Department of Youth Justice on 20 May 2019.

Public service values and ethics

The department has embraced the Queensland public sector values (customers first, ideas into action, unleash potential, be courageous and empower people) 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 and code of conduct training with a total of 2,417 staff completing the ethics related training during 2018-19.

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*.

During 2018-19 the department finalised:

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



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

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 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.

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 appointed Head of Internal Audit, Ms Aline Fos Dupret satisfies the requirements of a Head of Internal Audit under the *Financial Accountability Act 2009* and the *Financial Accountability Regulation 2019* Section 5 as a Professional Member, Institute of Internal Auditors – Australia (PMIIA) and a Certified Internal Auditor (CIA).

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. Internal Audit's assurance activities complement departmental monitoring practices and oversight from external regulators and central agencies.

In 2018-19 the following Internal Audit Reviews were completed:

- Child Safety Data Governance Framework
- ICT Procurement Process.

Legislative Compliance and the Separation Process audits were completed for Youth Justice Services.

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 2018-19 audits and reviews that relate to the department are outlined below.

Queensland Audit Office reports tabled in the Queensland Parliament

The Queensland Audit Office (QAO) 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 1: Monitoring and managing ICT projects</i>	<p>In this audit, QAO explored whether monitoring projects at the departmental and whole-of-government levels have improved successful delivery of ICT programs and projects.</p> <p>Recommendation was all departments implement efficient and automated processes for collecting, collating, approving and publishing dashboard data; publish data to the dashboard that is consistent with QGCIO publishing criteria and guidelines and consider the needs for projects with high business impact to undergo periodic health checks.</p>

Report 3: Delivering shared corporate services in Queensland

In this audit QAO assessed whether the government's shared service providers are delivering value for money and are positioned to successfully deliver into the future.

Recommendation was that each customer of a shared corporate service provider contribute to driving the effectiveness and efficiency of shared corporate services by providing providers with quality inputs, consider the effect on efficiencies and economies of scale; continue to communicate any proposed changes to demand for services; effectively monitor performance of shared service providers and continue to collaborate on improvement initiatives.

Report 20: Follow-up of managing child safety information

In this follow-up audit, QAO assessed whether the department has effectively implemented the recommendations they made in *Managing child safety information* (Report 17: 2014–15) to improve information sharing and security.

They also assessed whether the actions taken have addressed the underlying issues that led to our recommendations in that report.

No new recommendations were made as a result of the follow-up report and the department has taken steps to address some of the underlying issues.

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 2018-19.

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 2018-19.

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 2018-19.

It is noted that the Brisbane Youth Detention Centre report was tabled in parliament in March 2019. Due to machinery-of-government changes this submission now relates to the new Department of Youth Justice, which was established on 20 May 2019.

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 during 2018-19, 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.

The Office of the Public Guardian made no recommendations for the department in 2018-19.

It is noted that a Submission to the Legal Affairs and Community Safety Committee on the Youth Justice and Other Legislation Amendment Bill 2019 was tabled in Parliament in April 2019. Due to machinery-of-government changes this submission now relates to the Department of Youth Justice, which was established on 20 May 2019.

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

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 3486.78 full-time equivalent staff is highlighted below. This figure is post machinery-of-government change.

Service Delivery	Department Total
Frontline and frontline support	3,008.14 (86.27%)
Corporate	478.64 (13.73%)
Total	3,486.78 (100%)

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

- 2813.43 permanent staff (80.69% of the total staff)
- 642.51 temporary staff (18.43% of the total staff)
- 26 contract staff (0.75% of the total staff)
- 4.84 casual staff (0.14% of the total staff).

The department's employment diversity (as at 21 June 2019) compared to the Queensland Public Sector (QPS) benchmark average (as at the quarter ended 31 March 2019) is detailed below.

Diversity category	Department ¹	QPS average
Gender Diversity – Women	83.40%	69.55%
Culturally and linguistically diverse	9.70%	9.51%
Aboriginal and/or Torres Strait Islander	5.63%	2.26%
People experiencing disability	2.19%	2.87%

Notes:

1. As at pay period ended 21 June 2019, the Equal Employment Opportunity response rate was 84.32% for the department compared to the Public Service Commission target response rate of 85%.

Workforce capability strategy

We are invested in the development and capability of our staff and will enable them to partner effectively and drive innovation. 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. We are dedicated to listening to our staff and providing a safe, supportive, rewarding and flexible workplace. The safety, health and wellbeing of our staff are a core priority for all leaders in the department, as this enables us to achieve our vision.

The department is highly committed to developing and supporting its staff through contemporary people and culture solutions such as leadership development programs, wellbeing and safety systems, accessible human resources policies and processes and human centred design approaches to our strategic workforce planning. The department has made a commitment to ensure:

- we make our services easy to use, accessible and culturally meaningful
- we provide capable, responsible, effective and accountable services
- we positively engage our workforce and stakeholders.

Staff can access a wide variety of development opportunities including leadership development programs, mentoring programs, an e-learning platform with over 170 courses and financial assistance and/or paid leave for study. Investment in management and leadership skills is a priority. The NAVIGATE program was implemented 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

Through the Achievement and Capability Planning process staff are able to negotiate, plan and share information about their role and performance. This two way feedback and planning process allows employees to have a clear view of their responsibilities and areas of development. This jointly developed plan is continually updated through regular conversations between an employee and their manager. The discussions focus on role expectations, performance, career planning and development. Managers receive training on how to best engage with their teams through the range of leadership development programs available.

Workforce attraction, recruitment and retention

There remains a strong focus on attracting, developing and supporting our highly skilled and dedicated staff. In 2018-19 we undertook a review of our attraction and recruitment approach and a key focus in 2019-20 will be the delivery of improvements in tools and practices so that our processes are culturally appropriate, flexible and efficient. To support work-life balance, we provide flexible work arrangements including compressed work hours, flexible start and finish times, and telecommuting.

We continually invest in our staff's wellbeing through a broad range of professional workplace health services for both staff and their family members. In 2018-19 we increased the number of counselling sessions that staff can access at no cost from our Employee Assistance Provider program.

The absenteeism rate for staff for the quarter ended 30 June 2019 was 4.1 per cent. The Queensland Public Sector (QPS) benchmark was 4.51 per cent (this is a quarterly benchmark).

Early retirement, redundancy and retrenchment

There were 28 voluntary redundancies recorded for 2018-19 attributable to the National Disability Insurance Scheme transition that were previously managed by the Department of Communities, Seniors and Disability Services.

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 July 2018 to 30 June 2019, the department received 672 complaints, relating to the following service areas:

Service Areas	2018-19
Child and Family Services	653
Women, Violence Prevention and Youth Services	19
Total	672

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 the Records Governance Policy which was released by the Queensland State Archives to supersede the Information Standard 31: Retention and disposal of public records and Information Standard 40: Recordkeeping policies.

During 2018-19, 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 support
- providing relevant training to departmental staff
- working to implement an electronic document and records management system.



Appendices

- Appendix 1: Financial Statements
- Appendix 2: Acts administered by the department
- Appendix 3: Government bodies
- Appendix 4: Governance boards and committees
- Appendix 5: Glossary
- Appendix 6: Compliance checklist

Department of Child Safety, Youth and Women

Financial Statements for 2018-19 (as at 30 June 2019)



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Income Statement

	Note	Actual 2019 \$'000	Adjusted Budget 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
OPERATING RESULT					
Income from Continuing Operations					
Appropriation revenue	B1-1	1,608,387	1,584,681	23,706	779,332
User charges and fees	B1-2	26,482	14,500	11,982	8,952
Grants and other contributions		2,126	431	1,695	1,076
Other revenue		3,511	70	3,441	4,681
Total Revenue		1,640,506	1,599,682	40,824	794,041
Other gains/(losses)		6	-	6	-
Total Income from Continuing Operations		1,640,512	1,599,682	40,830	794,041
Expenses from Continuing Operations					
Employee expenses	B2-1	477,133	468,500	8,633	230,794
Supplies and services	B2-2	985,128	953,808	31,320	462,220
Grants and subsidies	B2-3	147,089	144,585	2,504	73,708
Depreciation and amortisation		22,813	30,005	(7,192)	10,991
Revaluation decrement	C3-4	10,445	-	10,445	-
Impairment losses		235	-	235	218
Other expenses	B2-4	8,747	2,784	5,963	1,102
Total Expenses from Continuing Operations		1,651,590	1,599,682	51,908	779,033
Operating Result from Continuing Operations		(11,078)	-	(11,078)	15,008
Operating Result for the Year		(11,078)	-	(11,078)	15,008
Other Comprehensive Income					
Items that will not be reclassified to Operating Result					
Increase/(decrease) in asset revaluation surplus	C7-3	535	-	535	699
Total items that will not be reclassified to Operating Result		535	-	535	699
Total Other Comprehensive Income		535	-	535	699
Total Comprehensive Income		(10,543)	-	(10,543)	15,707

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

The accompanying notes form part of these financial statements.

Income Statement by Major Departmental Services

	Child and Family Services		Youth Justice Services		Women, Violence Prevention and Youth Services		General - Not Attributed^		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Income from Continuing Operations										
Appropriation revenue	1,274,989	603,197	199,061	106,379	134,337	69,756	-	-	1,608,387	779,332
User charges and fees	1,741	225	1,117	353	6,780	68	16,844	8,306	26,482	8,952
Grants and other contributions	1,255	287	296	177	575	612	-	-	2,126	1,076
Other revenue	2,653	4,277	243	376	615	28	-	-	3,511	4,681
Gain on disposal of assets	-	-	6	-	-	-	-	-	6	-
Total Revenue	1,280,638	607,986	200,723	107,285	142,307	70,464	16,844	8,306	1,640,512	794,041
Total Income from Continuing Operations	1,280,638	607,986	200,723	107,285	142,307	70,464	16,844	8,306	1,640,512	794,041
Expenses from Continuing Operations										
Employee expenses	322,394	150,349	136,302	69,922	11,692	6,870	6,745	3,653	477,133	230,794
Supplies and services	795,544	370,362	50,681	28,026	128,804	59,179	10,099	4,653	985,128	462,220
Grants and subsidies	144,639	70,730	1,027	2,117	1,423	861	-	-	147,089	73,708
Depreciation and amortisation	9,941	3,184	12,693	6,872	179	935	-	-	22,813	10,991
Revaluation decrement	-	-	10,445	-	-	-	-	-	10,445	-
Impairment losses	95	182	140	36	-	-	-	-	235	218
Other expenses	8,052	713	252	158	443	231	-	-	8,747	1,102
Total Expenses from Continuing Operations	1,280,665	595,520	211,540	107,131	142,541	68,076	16,844	8,306	1,651,590	779,033
Operating Result from Continuing Operations	(27)	12,466	(10,817)	154	(234)	2,388	-	-	(11,078)	15,008
Operating Result for the Year	(27)	12,466	(10,817)	154	(234)	2,388	-	-	(11,078)	15,008
Other Comprehensive Income										
Items that will not be reclassified to Operating Result										
Increase/(decrease) in asset revaluation surplus	817	682	(353)	-	71	17	-	-	535	699
Total items that will not be reclassified to Operating Result	817	682	(353)	-	71	17	-	-	535	699
Total Comprehensive Income	790	13,148	(11,170)	154	(163)	2,405	-	-	(10,543)	15,707

^ Transactions are related to the Memorandum of Understanding in providing services to other departments (refer to Note B1-2).

Balance Sheet

	Note	Actual 2019 \$'000	Adjusted Budget 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
Current Assets					
Cash and cash equivalents	C1	59,238	41,880	17,358	86,482
Receivables	C2	19,601	12,830	6,771	28,336
Inventories		-	-	-	651
Other current assets		5,283	3,296	1,987	7,101
Total Current Assets		84,122	58,006	26,116	122,570
Non-Current Assets					
Receivables	C2	4,942	-	4,942	4,507
Property, plant and equipment	C3	51,967	39,983	11,984	379,891
Intangibles	C4	27,268	21,500	5,768	24,673
Other non-current assets		-	-	-	339
Total Non-Current Assets		84,177	61,483	22,694	409,410
Total Assets		168,299	119,489	48,810	531,980
Current Liabilities					
Payables	C5	32,756	12,340	20,416	54,128
Accrued employee benefits	C6	12,574	11,655	919	21,615
Provisions		-	-	-	1,566
Other current liabilities		1,997	4,400	(2,403)	1,280
Total Current Liabilities		47,327	28,395	18,932	78,589
Non-Current Liabilities					
Payables	C5	4,942	-	4,942	4,924
Provisions		-	1,407	(1,407)	1,231
Total Non-Current Liabilities		4,942	1,407	3,535	6,155
Total Liabilities		52,269	29,802	22,467	84,744
Net Assets		116,030	89,687	26,343	447,236
Equity					
Contributed equity		110,866	89,387	21,479	431,529
Accumulated surplus		3,930	-	3,930	15,008
Asset revaluation surplus by asset class	C7-3	1,234	300	934	699
Total Equity		116,030	89,687	26,343	447,236

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

The accompanying notes form part of these financial statements.

Statement of Assets and Liabilities by Major Departmental Services

	Child and Family Services		Youth Justice Services		Women, Violence Prevention and Youth		General - Not Attributed [^]		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Current Assets										
Cash and cash equivalents	58,020	74,518	-	7,185	1,218	4,779	-	-	59,238	86,482
Receivables	13,962	16,838	-	2,439	773	941	4,866	8,118	19,601	28,336
Inventories	-	-	-	651	-	-	-	-	-	651
Other current assets	5,140	5,746	-	437	143	918	-	-	5,283	7,101
Total Current Assets	77,122	97,102	-	10,712	2,134	6,638	4,866	8,118	84,122	122,570
Non-Current Assets										
Receivables	4,938	3,484	-	-	4	1,023	-	-	4,942	4,507
Property, plant and equipment	48,588	38,260	-	330,398	3,379	11,233	-	-	51,967	379,891
Intangibles	27,260	19,073	-	-	8	5,600	-	-	27,268	24,673
Other non-current assets	-	-	-	339	-	-	-	-	-	339
Total Non-Current Assets	80,786	60,817	-	330,737	3,391	17,856	-	-	84,177	409,410
Total Assets	157,908	157,919	-	341,449	5,525	24,494	4,866	8,118	168,299	531,980
Current Liabilities										
Payables	31,229	46,106	-	2,045	1,527	5,977	-	-	32,756	54,128
Accrued employee benefits	12,156	15,859	-	5,095	418	661	-	-	12,574	21,615
Provisions	-	-	-	1,566	-	-	-	-	-	1,566
Other current liabilities	1,809	1,065	-	215	188	-	-	-	1,997	1,280
Total Current Liabilities	45,194	63,030	-	8,921	2,133	6,638	-	-	47,327	78,589
Non-Current Liabilities										
Payables	4,938	3,484	-	417	4	1,023	-	-	4,942	4,924
Provisions	-	1,009	-	73	-	149	-	-	-	1,231
Total Non-Current Liabilities	4,938	4,493	-	490	4	1,172	-	-	4,942	6,155
Total Liabilities	50,132	67,523	-	9,411	2,137	7,810	-	-	52,269	84,744

[^] Transactions are related to the Memorandum of Understanding in providing services to the DCDSS and DATSIP.

Statement of Changes in Equity

	Note	Contributed Equity \$'000	Accumulated Surplus \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance as at 1 January 2018		-	-	-	-
Operating Result					
Operating result from continuing operations		-	15,008	-	15,008
Other Comprehensive Income					
Net increase in asset revaluation surplus	C7-3	-	-	699	699
Total Comprehensive Income for the Year		-	15,008	699	15,707
Transactions with Owners as Owners:					
Net equity adjustments	C7-2	(4,071)	-	-	(4,071)
Net transfers in/(out) - Queensland Government entities		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
Operating Result					
Operating result from continuing operations		-	(11,078)	-	(11,078)
Other Comprehensive Income					
Net increase in asset revaluation surplus	C7-3	-	-	535	535
Total Comprehensive Income for the Year		-	(11,078)	535	(10,543)
Transactions with owners as owners:					
Net equity adjustments	C7-2	12,887	-	-	12,887
Net transfers in/(out) - Queensland Government entities - including MoG (refer Note A3)		(333,550)	-	-	(333,550)
Net Transactions with Owners as Owners		(320,663)	-	-	(320,663)
Balance as at 30 June 2019		110,866	3,930	1,234	116,030

The accompanying notes form part of these financial statements.

Statement of Cash Flows

	Note	Actual 2019 \$'000	Adjusted Budget 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
Cash Flows from Operating Activities					
<i>Inflows:</i>					
Service appropriation receipts		1,591,488	1,586,513	4,975	783,414
User charges and fees		29,135	14,500	14,635	7,808
Grants and other contributions		2,122	431	1,691	1,076
GST input tax credits received from ATO		84,849	-	84,849	27,091
GST collected from customers		422	-	422	277
Other		2,639	70	2,569	4,797
<i>Outflows:</i>					
Employee expenses		(480,550)	(469,052)	(11,498)	(221,790)
Supplies and services		(991,982)	(954,015)	(37,967)	(455,089)
Grants and subsidies		(144,465)	(142,690)	(1,775)	(73,798)
GST paid to suppliers		(85,930)	-	(85,930)	(28,739)
GST remitted to ATO		(422)	-	(422)	(277)
Other		(2,468)	(2,784)	316	(709)
Net Cash Provided by (Used in) Operating Activities[#]		4,838	32,973	(28,135)	44,061
Cash Flows from Investing Activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		70	-	70	-
<i>Outflows:</i>					
Payments for property, plant and equipment		(23,568)	(38,716)	15,148	(20,087)
Payments for intangible assets		(7,645)	-	(7,645)	(5,086)
Net Cash (Used in) Provided by Investing Activities		(31,143)	(38,716)	7,573	(25,173)
Cash Flows from Financing Activities					
<i>Inflows:</i>					
Equity injections		12,887	12,887	-	22,373
<i>Outflows:</i>					
Equity withdrawals		-	-	-	(24,427)
Net Cash Provided by (Used in) Financing Activities		12,887	12,887	-	(2,054)
Net (decrease) increase in cash and cash equivalents		(13,418)	7,144	(20,562)	16,834
Increase (decrease) in cash and cash equivalents through restructuring		(13,826)	(12,665)	(1,161)	69,648
Cash and Cash Equivalents - Opening balance		86,482	47,401	39,081	-
Cash and Cash Equivalents - Closing balance	C1	59,238	41,880	17,358	86,482

* An explanation of major variances is included at Note E1-3.

Reconciliation shown on the following page.

The accompanying notes form part of these financial statements.

Statement of Cash Flows

Notes to the Statement of Cash Flows

Reconciliation of Operating Result to Net Cash (Used in) Provided by Operating Activities

	2019 \$'000	2018 \$'000
Operating Result for the Year	(11,078)	15,008
<i>Non-cash items included in operating result</i>		
Reversal of revaluation decrement	10,445	-
Depreciation and amortisation expense	22,813	10,991
Loss (gain) on disposal of non-current assets	21	-
Impairment losses	-	158
Social benefit provisions	-	1,566
Make good provisions	-	72
<i>Changes in assets and liabilities</i>		
(Increase) decrease in GST input tax credits receivable	(1,083)	(1,647)
(Increase) decrease in receivables	3,008	(3,263)
Increase (decrease) in inventories	(1)	-
(Increase) decrease in other assets	1,455	(1,267)
Increase (decrease) in payables	(16,085)	18,132
Increase (decrease) in accrued employee benefits	(4,231)	4,364
Increase (decrease) in provisions	(1,160)	-
Increase (decrease) in other liabilities	734	(53)
Net Cash Provided by Operating Activities	4,838	44,061

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

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 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 (e.g. protective and substantive rights) to variable returns from its involvement with those entities and the ability to use its power to affect return amounts (e.g. 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 Income Statement by Major Departmental Services, 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 2018.

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

Comparative information reflects the audited 2017-18 financial statements (period 1 January - 30 June 2018). The current year is not comparable to the previous year, as the department was only established on 12 December 2017 as a result of the Public Service Departmental Arrangements Notice (No. 4) 2017, dated 21 December 2017.

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.

Adjusted Budget

The budget figures used in this comparison represent the adjusted budget figures for the financial year, as published in the latest Service Delivery Statement tabled in Parliament. The original budget figures in the previous Service Delivery Statement no longer serve as a useful basis to compare to the department's actual results.

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.

Notes to the Financial Statements

A1 Preparation Information - Basis of Financial Statement Preparation (continued)

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.

The department has elected to report the administered transactions and balances as discrete financial statements within the agency's overall financial statements.

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 Judgements

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

Note C3-5	Fair Value Measurement
Note C3-6	Basis For Fair Values of Assets
Note G1-3	Provisions

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

Changes in accounting policies - AASB 9 *Financial Instruments*

The department applied AASB 9 *Financial Instruments* for the first time in 2018-19. Comparative information for 2017-18 has not been restated and continues to be reported under AASB 139 *Financial Instruments: Recognition and Measurement*. The nature and effect of the changes as a result of adoption of this new accounting standard has minimal impact to the department. The comparatives have not been restated as the impact to receivables and impairment is immaterial.

Accounting standards early adopted

No Australian accounting standards have been early adopted for 2018-19.

Accounting Standards Applied for the First Time

No accounting standards that apply to the department for the first time in 2018-19 have material impact on the financial statements.

A2 Departmental Objectives

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

- Enable the safety and wellbeing of children and young people, especially those in or leaving care

Notes to the Financial Statements

A2 Departmental Objectives (continued)

- End domestic, family and sexual violence and keep communities safe
- Enable young people to have a voice and provide opportunities to lead and contribute
- Promote gender equality and provide opportunities to lead and contribute
- Value and support our staff.

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 to prevent offending by children and young people, and by enabling young people who have offended to rehabilitate and reconnect to a life without crime. This service has transferred from the Department of Child Safety, Youth and Women to the Department of Youth Justice effective 1 June 2019.
- 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

Transfers out - Controlled activities

Details of transfer: Youth Justice transferred from the Department of Child Safety, Youth and Women to a stand-alone department titled Department of Youth Justice.

Basis of Transfer: Public Service Departmental Arrangements Notice (No.1) 2019 dated 20 May 2019.

Date of transfer: Effective from 1 June 2019.

Transactions from the 20 May to 31 May 2019 are being reported in the Department of Child Safety, Youth and Women financial statements as the transferring department.

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

	2019 \$'000
Assets	
Current Assets	
Cash	13,826
Receivables	7,173
Inventories	653
Non current asset reclassified as held for sale	21,500
	43,152
Non Current Assets	
Property, plant & equipment	304,874
Other non-current assets	339
	305,213
Total Assets	348,365

Notes to the Financial Statements

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

	2019
	\$'000
Liabilities	
Current Liabilities	
Payables	5,340
Accrued employee benefits	4,810
Provisions	1,566
Other current liabilities	18
	11,734
Non Current Liabilities	
Payables	417
Provisions	73
	490
Total Liabilities	12,224
Net Assets	336,141

The decrease in assets of \$336.14 million has been accounted for as a decrease in contributed equity as disclosed in the Statement of Changes in Equity.

Budgeted appropriation revenue of \$30.99 million (controlled) was reallocated from the Department of Child Safety, Youth and Women to the Department of Youth Justice as part of the Machinery-of-Government change.

B1 Revenue

B1-1 Appropriation Revenue

	2019	2018
	\$'000	\$'000
Reconciliation of Payments from Consolidated Fund to Appropriation		
Revenue Recognised in Operating Result		
Budgeted appropriation revenue	1,608,444	-
Transfers from/to other departments - redistribution of public business	(21,931)	756,150
Transfers from equity adjustments	-	14,785
Transfers from Administered services	4,975	-
Unforeseen expenditure	-	12,479
Total Appropriation Receipts (cash)	1,591,488	783,414
Less: Opening balance of appropriation revenue receivable	(9,215)	(1,473)
Plus: Closing balance of appropriation revenue receivable	6,893	9,215
Transfers of balances from/to other departments - MoG changes	3,461	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	15,760	3,936
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(6,534)	(15,760)
Net Appropriation Revenue	1,601,853	779,332
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	6,534	-
Appropriation Revenue Recognised in Statement of Comprehensive Income	1,608,387	779,332

Appropriations provided under the *Appropriation Act 2018* 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).

Notes to the Financial Statements

B1 Revenue (continued)

B1-2 User Charges

	2019 \$'000	2018 \$'000
Rental Income	311	150
Other	91	83
Sale of Services	26,080	8,719
Total	26,482	8,952

Sale of Services revenue consists of the provision of corporate services to the Department of Communities, Disability Services and Seniors (DCDSS) and the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) under a Memorandum of Understanding (\$16.50 million) and the revenue received from Department of Housing and Public Works under the National Housing and Homelessness Agreement (\$8.39 million).

B2 Expenses

B2-1 Employee Expenses

	2019 \$'000	2018 \$'000
Employee Benefits		
Wages and salaries	368,667	179,472
Employer superannuation contributions	47,807	22,865
Annual leave levy	39,404	18,262
Long service leave levy	7,851	3,743
Other employee benefits	4,147	2,365
	467,876	226,707
Employee Related Expenses		
Workers' compensation premium	7,288	2,641
Other employee related expenses	1,969	1,446
	9,257	4,087
Total	477,133	230,794

The number of employees on a Full-Time Equivalent (FTE) basis under the Minimum Obligatory Human Resource Information (MOHRI) classification methodology is:

	2019	2018
Number of Full-Time Equivalent employees:	3,487	4,697

The full time equivalent figure for 2019 excludes staff identified in June 2019 as transitioning to the Department of Youth Justice under the Machinery of Government change.

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.

Notes to the Financial Statements

B2 Expenses (continued)

B2-1 Employee Expenses (continued)

Employee Benefits (continued)

(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.

(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.

Key management personnel and remuneration disclosures are detailed in Note F1.

B2-2 Supplies and Services

	2019 \$'000	2018 \$'000
Service Procurement*		
Child Safety	696,728	313,658
Youth Justice	18,697	8,310
Domestic and Family Violence Prevention	72,448	32,547
Young People	28,867	13,524
Women	17,484	7,808
Community Services General	3,962	2,121
Operating lease rentals^	43,034	25,712
Professional and technical fees	35,288	20,679
Computer operating costs	15,634	6,560
Outsourced corporate services	9,861	4,444
Repairs and maintenance	6,150	4,452
Property operational costs	8,875	4,130
Administration costs	3,666	2,120
Minor plant and equipment	2,451	3,951
Travel	7,306	3,742
Telecommunications	6,653	3,393
Consultancies	387	309
Other	7,637	4,760
Total	985,128	462,220

Notes to the Financial Statements

B2 Expenses (continued)

B2-2 Supplies and Services (continued)

* Encompasses procurement of outsourced service delivery for social services. For a transaction to be classified as service procurement, the value of goods or services received by the department must be of approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant in Note B2-3 .

^ 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

	2019 \$'000	2018 \$'000
Child Safety	144,649	70,772
Youth Justice	1,018	2,117
Domestic and Family Violence Prevention	936	819
Young People	160	-
Women	322	-
Donations and gifts	4	-
Total	147,089	73,708

B2-4 Other Expenses

	2019 \$'000	2018 \$'000
Departmental services revenue refundable	6,534	-
Net losses on disposal of property, plant and equipment	27	-
Insurance premiums - Queensland Government Insurance Fund	1,625	780
External audit fees*	249	43
Special payments - Ex gratia payments^	292	276
Other	20	3
Total	8,747	1,102

* The Auditor-General of Queensland is the department's external auditor. Total external audit fees relating to the 2018-19 financial statements audit are estimated to be \$0.21 million (2017-18: \$0.18 million). 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) Nine payments above \$5,000 totaling \$0.09 million predominately relating to reimbursing carers for damage caused by children in departmental care.

C1 Cash and Cash Equivalents

	2019 \$'000	2018 \$'000
Cash on hand	28	-
Cash at bank	59,210	86,482
Total	59,238	86,482

Cash of \$19.53 million is held in the bank account at 30 June for the Department of Youth Justice. This amount is not included in the above figure.

Notes to the Financial Statements

C2 Receivables

	2019 \$'000	2018 \$'000
Current		
Trade and other debtors	7,947	9,433
Less: Allowance for impairment loss	(22)	(44)
	7,925	9,389
GST input tax credits receivable	4,327	4,089
Annual leave reimbursements	5,585	8,474
Long service leave reimbursements	1,764	1,676
Appropriation revenue receivable	-	4,708
Total	19,601	28,336
Non Current		
Deferred appropriation revenue receivable	4,942	4,507
Total	4,942	4,507

Trade and other 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.

Impairment of Receivables

The loss allowance for trade and other debtors reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. Economic changes impacting the department's debtors, and relevant industry data form part of the department's impairment assessment.

The majority of the department's receivables are from Queensland Government agencies, Statutory Bodies or Australian Government agencies who are expected to have an insignificant, and therefore immaterial, level of credit risk exposure. No loss allowance is recorded for these receivables on the basis of materiality.

Where the department has no reasonable expectation of recovering an amount owed by a debtor, the debt is written-off. This occurs when the debt is over 90 days past due and the department has ceased all enforcement activities.

There has been a decrease in gross trade receivables at 30 June 2019 compared to 30 June 2018 primarily because majority of debts were paid to the department. A total of \$0.08 million of trade debtors were deemed uncollectable in 2018-19 and were written off.

	2019 \$'000	2018 \$'000
Loss allowance - opening balance	44	-
Increase/decrease in allowance recognised in operating result	22	44
Increase/decrease in allowance as a result of MOG transfer	(39)	-
Amounts written-off during the year *	(5)	-
	22	44

* Total amount written off during the year is \$0.08 million. This amount includes \$0.07 million that did not form part of opening balance allowance.

Notes to the Financial Statements

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.

C3-2 Measurement

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 AssetVal Pty Ltd (Asset Val) have been applied to assets as at 31 March 2019 (refer to Note C3-6). AssetVal 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 these indices based on the department own particular circumstances.

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

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:

Notes to the Financial Statements

C3 Property, Plant and Equipment (continued)

C3-3 Depreciation of Property, Plant and Equipment (continued)

Asset	Range of Useful Life	Average Useful Life
Buildings	10 - 115 years	67.68 years
Plant and Equipment	1 - 25 years	8.40 years

C3-4 Closing Balances and Reconciliations of Carrying Amount

	2019	2018
	\$'000	\$'000
Property, Plant and Equipment Reconciliation at 30 June 2019		
Land		
At fair value	9,507	59,906
	9,507	59,906
Buildings		
At fair value	30,834	395,155
Less accumulated depreciation	(3,132)	(117,718)
Less accumulated impairment	-	(158)
	27,702	277,279
Plant and Equipment		
At cost	68,995	94,558
Less accumulated depreciation	(57,235)	(73,906)
	11,760	20,652
Capital Works in Progress		
At cost	2,998	22,054
	2,998	22,054
Total	51,967	379,891

Notes to the Financial Statements

C3 Property, Plant and Equipment (continued)

C3-4 Closing Balances and Reconciliations of Carrying Amount (continued)

	Land	Buildings	Plant and equipment	Capital works in progress	Total
Represented by Movements in Carrying Amount:	\$'000	\$'000	\$'000	\$'000	\$'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
Acquisitions (including upgrades)	-	-	2,871	20,752	23,623
Disposals	-	-	(91)	-	(91)
Transfers in from other Queensland Government entities	-	2,546	46	-	2,592
Transfers out to other Queensland Government entities	(19,324)	(254,418)	(5,424)	(25,708)	(304,874)
Assets reclassified as held for sale *	(21,000)	(500)	-	-	(21,500)
Transfers between asset classes	490	13,566	44	(14,100)	-
Net revaluation increments/(decrements) in asset revaluation surplus	(119)	654	-	-	535
Net revaluation increments/(decrements) in operating surplus *	(10,445)	-	-	-	(10,445)
Depreciation	-	(11,426)	(6,338)	-	(17,764)
Carrying amount at 30 June 2019	9,508	27,701	11,760	2,998	51,967

* An explanation of assets reclassified as held for sale and revaluation decrement in operating results is included in C7-3.

Notes to the Financial Statements

C3 Property, Plant and Equipment (continued)

C3-5 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		Level 3		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Land	9,497	59,896	10	10	9,507	59,906
Buildings	3,523	3,288	24,179	273,991	27,702	277,279

Level 3 Fair Value Measurement - Reconciliation

	Land		Buildings	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Carrying amount at 1 July *	10	-	273,991	-
Transfers in from other Queensland Government entities	-	10	2,546	273,557
Transfers out to other Queensland Government entities	-	-	(253,785)	-
Assets reclassified as held for sale [^]	-	-	(500)	-
Transfers between asset classes	-	-	12,742	6,018
Net revaluation increments/(decrements) in operating surplus	-	-	517	475
Impairment losses recognised in operating surplus	-	-	-	(158)
Depreciation	-	-	(11,332)	(5,901)
Carrying amount at 30 June	10	10	24,179	273,991

* Comparative is for period from 1 January 2018 to 30 June 2018.

[^] An explanation of assets reclassified as held for sale is included in C7-3.

C3-6 Basis For Fair Values of Assets

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

Land and building assets have been comprehensively revalued at least once over the last three years. The department undertakes a rolling revaluation cycle of its land and building assets to ensure assets are comprehensively revalued at least once every 5 years in accordance with the NCAPs.

Notes to the Financial Statements

C3 Property, Plant and Equipment (continued)

C3-6 Basis For Fair Values of Assets (continued)

Land - Freehold title

Effective Date of Valuation:	31 March 2019 for land assets across all regions performed by AssetVal.
Valuation Approach:	Index based revaluation of market based assets
Inputs:	Publicly available data on comparative, relevant market information and economic factors.
Last Comprehensive Revaluation	<p>Land assets in the Northern and Central Queensland regions were comprehensively revalued in 2016-17, and</p> <p>Land assets in the South East, South West and Moreton regions were comprehensively revalued in 2015-16 under the former Department of Communities, Child Safety and Disability Services.</p>

Buildings - Residential Facilities

Effective Date of Valuation:	31 March 2019 for residential building assets across all regions performed by AssetVal.
Valuation Approach:	Index based revaluation of market based assets
Inputs:	Publicly available data on comparative, relevant market information and economic factors.
Last Comprehensive Revaluation	<p>Residential building assets in the Northern and Central Queensland regions were comprehensively revalued in 2016-17, and</p> <p>Residential building assets in the South East, South West and Moreton regions were comprehensively revalued in 2015-16 under the former Department of Communities, Child Safety and Disability Services.</p>

Buildings - Specialised and Complex Buildings

Effective Date of Valuation:	31 March 2019 for specialised building assets across all regions performed by AssetVal.
Valuation Approach:	Index based assessment of depreciated replacement cost
Inputs:	Indices applied were estimated based on price movements of recent actual costs, contract data for similar structure, cost guides, other relevant publications such as Rawlinson's rates for building and construction and the AssetVal Pty Ltd internal database of unit rates
Last Comprehensive Revaluation	<p>Building assets in the Northern and Central Queensland regions were comprehensively revalued in 2016-17, and</p> <p>Building assets in the South East, South West and Moreton regions were comprehensively revalued in 2015-16 under the former Department of Communities, Child Safety and Disability Services.</p>

Notes to the Financial Statements

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	5 - 14 years	9.88 years
Software Internally Generated	6 - 26 years	9.48 years

C4-3 Closing Balances and Reconciliations of Carrying Amount

	2019	2018
	\$'000	\$'000
Intangible Assets Reconciliation at 30 June 2019		
Purchased		
Software - purchased (at cost)	2,077	4,125
Less accumulated amortisation	(1,918)	(3,866)
	159	259
Internally Generated		
Software - internally generated (at cost)	118,093	110,312
Less accumulated amortisation	(95,905)	(90,955)
	22,188	19,357
Works in progress		
Software - work in progress (at cost)	4,921	5,057
	4,921	5,057
Total	27,268	24,673

Notes to the Financial Statements

C4 Intangibles (continued)

C4-3 Closing Balances and Reconciliations of Carrying Amount (continued)

Represented by Movements in Carrying Amount:	Software purchased \$'000	Software internally generated \$'000	Software works in progress \$'000	Total \$'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	259	19,357	5,057	24,673
Acquisitions	-	759	6,886	7,645
Transfers between classes	-	7,022	(7,022)	-
Amortisation	(100)	(4,950)	-	(5,050)
Carrying amount at 30 June 2019	159	22,188	4,921	27,268

Notes to the Financial Statements

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.

	2019 \$'000	2018 \$'000
Current		
Trade creditors and accruals	23,880	35,013
Grants and subsidies	3,725	1,101
Deferred appropriation payable to Consolidated Fund	4,584	15,760
Equity withdrawal payable	-	2,017
Other	567	237
Total	32,756	54,128
Non-Current		
Lease incentive liability	-	417
Deferred operating lease rent	4,942	4,507
Total	4,942	4,924

C6 Accrued Employee Benefits

	2019 \$'000	2018 \$'000
Salaries and wages payable	3,139	7,411
Annual leave levy payable	7,871	12,146
Long service leave levy payable	1,564	2,058
Total	12,574	21,615

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*.

C7 Equity

C7-1 Contributed Equity

The following items are recognised as contributed equity by the department during the reporting and comparative years:

- 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).

Notes to the Financial Statements

C7 Equity (continued)

C7-2 Appropriations Recognised in Equity

	2019 \$'000	2018 \$'000
Reconciliation of Payments from Consolidated Fund to Equity Adjustment		
Budgeted equity adjustment appropriation	17,383	-
Transfers from/to other departments - Redistribution of public business	(4,496)	12,731
Transfers to other departmental services	-	(14,785)
Equity Adjustment Receipts (Payments)	12,887	(2,054)
Plus: Opening balance of equity adjustment payable	(2,017)	-
Less: MoG transfer of equity payable	2,017	-
Less: Closing balance of equity adjustment payable	-	2,017
Equity Adjustment Recognised in Contributed Equity	12,887	(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 (decrements)	119	580	699
Balance as at 30 June 2018	119	580	699
Revaluation increments (decrements)	(119)	654	535
Balance at 30 June 2019	-	1,234	1,234

The Brisbane Children's Court was approved for divestment in September 2018. An independent valuation was procured in accordance with AASB 5 *Non-Current Assets Held for Sale and Discontinued Operations* and the department policy on Assets held for Sale. The valuation resulted in a decrement in the asset value. As there are insufficient reserves to offset the reduction in value, the department has recognised a \$10.45 million expense this financial year attributed to the land decrement.

Effective 1 June 2019, the Brisbane Children's Court has been transferred to the Department of Youth Justice as a result of Machinery-of-Government change.

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:

Notes to the Financial Statements

D1 Financial Risk Disclosures (continued)

D1-1 Financial Instruments (continued)

Categorisation of Financial Instruments (continued)

	Note	2019 \$'000	2018 \$'000
Financial Assets			
Cash and cash equivalents	C1	59,238	86,482
Receivables	C2	19,601	28,336
Total		78,839	114,818
Financial Liabilities			
Payables	C5	32,756	54,128
Total		32,756	54,128

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 - 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
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 department is responsible for administering the Social Benefit Bond (SBB) Indigenous Disadvantage (Newpin) represented by Uniting Care.

SBB is a financial instrument issued to a private investor where returns the investor receives are based on the achievement of agreed social outcomes. The department's liability in relation to the outcome payments under the agreement is dependent on the Non Government Organisation (NGO) demonstrating the delivery of outcomes.

It is not possible to make a reliable estimate of the final contingent liability, being the outcome amount payable. Accordingly, in line with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*, a provision has not been recognised.

D2-2 Contingent assets

On 11 March 2018 property damage was incurred to the Child Safety Morayfield Therapeutic Centre. The damage is being rectified at the department's expense with \$0.52 million incurred in 2018-19. An insurance claim was submitted to the Queensland Government Insurance Fund (QGIF). Discussions with QGIF has commenced but the department is yet to be advised on the outcome of the claim or any proposed settlement.

It is not possible to make a reliable estimate of the final contingent asset, being the outcome amount receivable. Accordingly, in line with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*, this has not been recognised in the current year.

Notes to the Financial Statements

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:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Payable								
Office Accommodation	26,655	29,534	75,842	71,110	61,429	79,347	163,926	179,991
Print & Imaging Service	1,659	1,282	2,350	2,629	-	-	4,009	3,911
Total	28,314	30,816	78,192	73,739	61,429	79,347	167,935	183,902

The department has sub-leases with the Department of Housing and Public Works (DHPW) for office accommodation 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.

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:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Payable								
Land and buildings	124	6,783	-	6,650	-	-	124	13,433
Plant and equipment	-	98	-	-	-	-	-	98
Intangibles	7,023	4,269	1,380	-	-	-	8,403	4,269
Total	7,147	11,150	1,380	6,650	-	-	8,527	17,800

Notes to the Financial Statements

D3 Commitments (continued)

D3-3 Service Procurement Commitments

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

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Payable								
Child and Family Services	445,620	438,894	612,012	613,843	-	-	1,057,632	1,052,737
Youth Justice Services	-	15,589	-	31,299	-	-	-	46,888
Women, Violence Prevention and Youth Services	113,950	90,945	212,255	217,023	1,388	2,667	327,593	310,635
Total	559,570	545,428	824,267	862,165	1,388	2,667	1,385,225	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*

The transition date for both AASB 15 and AASB 1058 is 1 July 2019. Consequently, these standards will first apply to the department when preparing the financial statements for 2019-20. The department has reviewed the impact of AASB 15 and AASB 1058 and identified the following impacts (or estimated impact where indicated) of adopting the new standards:

Capital Appropriation Funding

Amounts for capital works received by the department via equity appropriation from Queensland Treasury will continue to be recognised on receipt of the appropriation. There is no impact on unearned revenue or revenue recognition for these amounts.

The department does not currently have any revenue contracts with a material impact for the period after 1 July 2019, and will monitor the impact of any such contracts subsequently entered into.

AASB 16 *Leases*

This standard will first apply to the department from its financial statements for 2019-20. When applied, the standard supersedes AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases - Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

Impact for lessees

Under AASB 16, the operating leases (as defined by the current AASB 117, refer Note D3 for department's associated commitment) will be reported on the statement of financial position as right-of-use assets and lease liabilities.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

Notes to the Financial Statements

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

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the statement of comprehensive income. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. For Land leases extended beyond 20 years Queensland Treasury Corporation's bond rate for 2047 has been used, as at 15th July 2019 this rate is 2.72%. The finance cost will also be recognised as an expense.

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. In accordance with Queensland Treasury's policy, the department will apply the 'cumulative approach', and will not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application.

Outcome of review as lessee

The department has completed its review of the impact of adoption of AASB 16 on the statement of financial position and statement of comprehensive income and has identified impacts as outlined below.

During the 2018-19 financial year, the department held operating leases under AASB 117 for non-specialised, commercial office accommodation totalling \$35.81 million. For 2019-20 the lease payments are estimated to be \$27.18 million for Queensland Government Accommodation Office (QGAO) leases and residential accommodation through the Government Employee Housing (GEH) program. The department has been advised by Queensland Treasury and DHPW that, effective 1 July 2019, amendments to the framework agreements that govern QGAO and GEH will result in the above arrangements being exempt from lease accounting under AASB 16. This is due to DHPW having substantive substitution rights over the non-specialised, commercial office accommodation and residential premises assets used within these arrangements. From 2019-20 onwards, costs for these services will continue to be expensed as supplies and services expense when incurred.

The department has also been advised by Queensland Treasury and DHPW that, effective 1 July 2019, motor vehicles provided under DHPW's QFleet program will be exempt from lease accounting under AASB 16. This is due to DHPW holding substantive substitution rights for vehicles provided under the scheme. From 2019-20 onward, costs for these services will continue to be expensed as supplies and services expense when incurred. Existing QFleet leases were not previously included as part of non-cancellable operating lease commitments.

The department has quantified the transitional impact on the Balance Sheet and Income Statement of all qualifying lease arrangements that will be recognised on Balance Sheet under AASB 16, as follows.

- Statement of financial position impact on 1 July 2019:
 - \$1.39 million increase in lease liabilities
 - \$1.39 million increase in right-of-use assets
 - \$0 decrease in opening accumulated surplus

- Statement of comprehensive income impact expected for the 2019-20 financial year, as compared to 2018-19:
 - \$0.40 million increase in depreciation and amortisation expense
 - \$0.02 million increase in interest expense
 - \$0.42 million increase in supplies and services expense, this results in a net increase of \$0.42 million in total expenses

The Right of Use Asset value will be adjusted for the CPI component on five land leases post 1 July 2019. The impact is assessed to be minimal.

Impact for Lessors

Lessor accounting under AASB 16 remains largely unchanged from AASB 117.

Notes to the Financial Statements

E1 Budgetary Reporting Disclosures - Controlled

E1-1 Explanation of Major Variances – Income Statement

User charges and fees

The increase in user charges and fees is partly due to revenue received from Department of Housing and Public Works under the National Housing and Homelessness Agreement (\$8.39 million), which was agreed post-budget. The remainder of the variance is mainly attributable to increased revenue under Memorandum of Understandings where the department has provided corporate services to other government departments and the scope of those agreements has increased throughout the year.

Depreciation and amortisation

The actual depreciation is lower than budget due to plant and equipment not being replaced once they are fully depreciated.

Revaluation decrement

The increase wholly reflects the loss on revaluation of the Brisbane Childrens Court.

Notes to the Financial Statements

E1 Budgetary Reporting Disclosures - Controlled (continued)

E1-2 Explanation of Major Variances – Balance Sheet

Cash and cash equivalents

Part of the variance for cash and cash equivalents is attributable to a higher actual opening balance (\$39.08 million) compared to what was estimated because of the differences between estimated and actual activity for the previous year. The remaining variance is explained in the explanations of major variances for the statement of cashflows.

Receivables - Current

The increase is mainly due to higher than anticipated balances relating to trade and other debtors (\$7.87 million), resulting from timing differences in collection of receipts compared to budget.

Other current assets

The increase is mainly due to prepayment of ICT costs being higher than was reflected in the budget.

Receivables - Non current

The increase is wholly due to non-current appropriation receivable, offsetting lease non-current liabilities, which was not recognised in budget.

Property, plant and equipment

Part of the increase is attributable to a higher actual opening balance (\$3.91 million) compared to what was estimated because of differences in acquisitions and depreciation expenses in the previous year. The remainder of the variance is explained by lower asset transfers to Department of Youth Justice under Machinery of Government changes than was budgeted (\$17.15 million), lower depreciation expense (\$4.23 million), assets transferred from other government departments not reflected in budget (\$2.59 million), offset by asset revaluation decrement not reflected in budget (\$10.21 million) and lower than estimated acquisition and upgrades (\$5.59 million) due to delays and timing differences in capital works projects.

Intangibles

The increase is due to a higher actual opening balance (\$4.66 million) because of the differences between estimated and actual activity for the previous year and lower amortisation due to relifing of assets (\$2.96 million) offset by lower acquisitions (\$1.85 million) due to delays and timing differences expenditure for ICT projects.

Payables - Current

The increase is mainly due to higher than anticipated trade creditors and accruals (\$16.68 million) and appropriation payable (\$6.35 million).

Payables - Non current

The difference between the actual and budget figures for non-current payables wholly relates to lease payables which were not reflected in the budget.

Provisions - Non current

The decrease is wholly due to derecognition of make good provisions which was not reflected in the budget.

Contributed equity

Part of the variance in contributed equity is attributable to a higher actual opening balance (\$4.69 million) compared to what was estimated in the budget. The remainder of the increase is due to a lower equity transfer (\$16.78 million) to the Department of Youth Justice under Machinery of Government changes.

Notes to the Financial Statements

E1 Budgetary Reporting Disclosures - Controlled (continued)

E1-3 Explanation of Major Variances – Statement of Cash Flows

User charges and fees

The increase in user charges and fees is partly due to revenue received from Department of Housing and Public Works under the National Housing and Homelessness Agreement, which was agreed post-budget. The remainder of the variance is mainly attributable to increased revenue under Memorandum of Understandings where the department has provided corporate services to other government departments and the scope of those agreements has increased throughout the year.

Grants and other contributions

Increase mainly reflects post MOG review of funding transfer between DCDSS and DCSYW plus other increases in revenue from the Pyjama Foundation and Gold Coast City Council for the Schoolies program.

Other inflow

Increase reflects return of funds from non-government organisations provided in previous years. This amount is not budgeted due to uncertainty.

Payments for property, plant and equipment

Lower actual expenditure mainly reflects delays in sourcing suitable, long term office accommodation for Child Safety Service Centres (\$3.40 million) and timing differences in expenditure for Residential Care Facilities as assessment works and planning is undertaken (\$1.60 million).

Payments for intangible assets

Decrease mainly reflects delayed expenditure relating to the development of the Social Investment Program system (\$2.10 million).

F1 Key Management Personnel (KMP) Disclosures

F1-1 KMP 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 2018-19, 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.

Remuneration expenses for those KMP comprise the following components:

- Short term employee expenses 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.
- 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.

Notes to the Financial Statements

F1 Key Management Personnel (KMP) Disclosures (continued)

F1-3 Details of Key Management Personnel

The department's responsible Minister is identified as part of the department's KMP. For the period from 1 July 2018 to 30 June 2019, 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 2018-19 and 2017-18. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Position Responsibility
Director-General	Responsible for the efficient, effective and economic administration of the department.
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.
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.
Assistant Director-General (Corporate Services)	Responsible for providing strategic and operational leadership and management of the department's corporate services functions.
Assistant Director-General (Information Innovation and Recovery)	Responsible for providing strategic leadership and management of the department's information, communication and technology systems.
Senior Executive Director (Youth Justice Services) Service Delivery	Responsible for the providing strategic and operational leadership and management for the delivery of Youth Justice Services throughout Queensland.
Regional Executive Director	Responsible for leadership of the department's service delivery across the following regional area in Queensland.
Executive Director, Indigenous Strategy and Partnerships	Responsible for leading and facilitating the Our Way strategy and Changing Tracks action plan to eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children and young people in the child protection and youth justice systems.
Executive Director People and Culture / CHRO (Corporate Services)	Responsible for providing strategic leadership, direction and advice on strategic human resource management initiatives, policy, organisational capability, workforce planning and systems, employee and industrial relations and professional standards.
Chief Finance Officer	Responsible for providing strategic leadership and direction for the financial administration of the department.

Notes to the Financial Statements

F1 Key Management Personnel (KMP) Disclosures (continued)

F1-4 Remuneration Expenses

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 Income Statement.

Position Title	Short-term employee benefits		Other Employee Benefits		Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits* \$'000	Long Term	Post-Employee Employment	
			Expenses \$'000	Expenses \$'000	
Director-General	456	8	9	58	531
Deputy Director-General - Service Delivery From: 02/07/2018^	254	8	4	20	286
Deputy Director-General - Strategy^	246	-	5	29	280
Assistant Director-General - Corporate Services	241	8	5	26	280
Assistant Director-General - Information Innovation and Recovery	241	8	5	24	278
Senior Executive Director - Youth Justice Services Service Delivery (Acting) From 01/07/18 to 26/05/19#	168	6	4	20	198
Regional Executive Director - Northern Queensland (North)	222	-	4	22	248
Regional Executive Director - Northern Queensland (South) #	212	-	4	20	236
Regional Executive Director - Central Queensland	209	-	4	23	236
Regional Executive Director - Moreton	211	-	4	23	238
Regional Executive Director - South East (Acting) From 01/07/18 to 30/06/19	211	-	4	19	234
Regional Executive Director - South West Current: From 11/04/2019	44	-	1	5	50
Regional Executive Director - South West (Acting) Former: From 04/08/18 to 11/04/19	148	-	3	15	166
Executive Director, Indigenous Strategy and Partnerships From: 07/07/2018^	208	8	4	21	241
Executive Director People and Culture / CHRO - Corporate Services Current: From 17/12/2018	103	3	2	11	119
Executive Director People and Culture / CHRO (Corporate Services) Former: to 31/12/2018	104	3	2	10	119
Chief Finance Officer	188	8	4	21	221

* Only includes car parking benefits that attract FBT.

These positions transferred to Department of Youth Justice as a result of the MoG change.

^ The remuneration expenses disclosed include the substantive KMP's remuneration expenses as well as remuneration earned while he/she has acted in another KMP position throughout the financial year on a short term basis.

Notes to the Financial Statements

F1 Key Management Personnel (KMP) Disclosures (continued)

F1-4 Remuneration Expenses (continued)

1 January 2018 - 30 June 2018

Position Title	Short Term Employee Expenses		Other Employee Benefits		Total Expenses \$'000
	Monetary Expenses \$'000	Non-Monetary Benefits*	Long Term	Post -	
			Employee Employment		
			Expenses \$'000	Expenses \$'000	
Director-General	236	4	5	29	274
Deputy Director-General - Service Delivery (Acting) Current: From 27/01/18 to 30/06/18	128	-	2	11	141
Deputy Director-General - Strategy	140	4	3	14	161
Assistant Director-General - Corporate Services Current: From 23/03/18	54	2	1	6	63
Assistant Director-General - Information Innovation and Recovery	114	4	2	12	132
Senior Executive Director - Youth Justice Services Service Delivery (Acting) From 17/02/18 to 30/06/18	69	-	2	6	77
Regional Executive Director - Northern Queensland (North) ^	114	-	2	11	127
Regional Executive Director - Northern Queensland (South) #	115	-	2	10	127
Regional Executive Director - Central Queensland	114	-	2	11	127
Regional Executive Director - Moreton	104	-	2	11	117
Regional Executive Director - South East (Acting) Current: From 01/01/18 to 30/06/18	95	-	2	9	106
Regional Executive Director - South West (Acting) Current: From 01/04/18 to 30/06/18	52	-	1	3	56
Executive Director People and Culture / CHRO (Corporate Services) Current: From 06/03/2018	69	-	1	7	77
Chief Finance Officer Current: From 23/03/18	45	2	1	5	53
Chief Finance Officer Former: From 01/01/18 to 22/03/18	61	2	1	6	70

* Only includes car parking benefits that attract FBT.

^ Focuses on Child Safety.

Focuses on Youth Justice.

Notes to the Financial Statements

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 Department of Child Safety, Youth and Women to Department of Youth Justice arising from the Machinery of Government change effective 1 June 2019.

G1 Administered

G1-1 Schedule Of Administered Income And Expenses

	Actual 2019 \$'000	Budget 2019 \$'000	Variance [#] 2019 \$'000	2018 \$'000
Administered Income				
Appropriation revenue*	55,812	5,868	(49,944)	494,601
Total Administered Income	55,812	5,868	(49,944)	494,601
Administered Expenses				
Borrowing costs	11,497	5,868	(5,629)	-
Other expenses	44,315	-	(44,315)	494,601
Total Administered Expenses	55,812	5,868	(49,944)	494,601
Operating Surplus/(Deficit)	-	-	-	-

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

[#] Refer note G1-4.

G1-2 Schedule Of Administered Assets And Liabilities

Note	Actual 2019 \$'000	Budget 2019 \$'000	Variance [#] 2019 \$'000	2018 \$'000
Administered Assets				
Cash and cash equivalents	1,272	-	(1,272)	823
Receivables	549,543	447,165	(102,378)	494,601
Total Assets	550,815	447,165	(103,650)	495,424
Administered Liabilities				
Provisions	550,571	447,165	(103,406)	495,424
Trade creditors and accruals	244	-	(244)	-
Total Liabilities	550,815	447,165	(103,650)	495,424
Net Administered Assets	-	-	-	-

[#] Refer note G1-4.

Notes to the Financial Statements

G1 Administered (continued)

G1-3 Provisions

	2019 \$'000	2018 \$'000
Current		
Provision - National (Qld) Redress Scheme	61,926	53,304
Provision - AHRC legal settlements	-	823
Total	61,926	54,127
Non-Current		
Provision - National (Qld) Redress Scheme	488,645	441,297
Total	488,645	441,297
Total Provisions	550,571	495,424

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

Provision - National (Qld) Redress Scheme

The Government has provisioned \$550.57 million as at 30 June 2019 for Queensland's participation in the National Redress Scheme for Survivors of Institutional Child Sexual Abuse (the Scheme).

The Scheme commenced on 1 July 2018 with Queensland Government participation from 19 November 2018, and will run for 10 years.

The Scheme will provide eligible applicants support through monetary payments capped at \$0.150 million per applicant, access to counselling and psychological care, and the option to receive a direct personal response from the institution responsible.

The Government's liability under the Scheme has been estimated by external actuary as at 30 June 2019 in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

The estimated liability factors in an obligation for monetary payments, counselling & psychological care components as well as contributions for Scheme legal and administrative costs. An offset for payments previously made to applicants (largely under the previous Queensland Redress Scheme) as allowable has been provided for. The provision is measured at the present value of the expected future payments and, in light of the high uncertainty of the estimate, includes a risk margin.

Uncertainty arises due to various factors, including the immaturity of Scheme experience, the limited number of applications to date, the long-term nature of liabilities and a broad range of largely unknown factors, including the number of people who experienced institutional child sexual abuse, the number that will participate in the Scheme and the severity and impact of abuse experienced by people.

	2019 \$'000
Movement in Provision	
Opening balance - 1 July 2018	494,601
Additional provisions recognised	22,599
Amounts used	(1)
Borrowing Expense (Discount unwind)	11,497
Increase due to reduction in discount rate	21,875
Closing balance - 30 June 2019	550,571

As at 30 June 2019, \$2.94 million of the \$550.57 million provision was due and payable, following notification from the Commonwealth of monetary payment offers that had been accepted from claimants. This is yet to be paid.

The major assumptions made concerning future events include:

Notes to the Financial Statements

G1 Administered (continued)

G1-3 Provisions (continued)

- Participant numbers - to estimate the number of eligible applicants, assumptions have been made regarding the mix of scheme applicants by institutional setting and period, the proportion of people who will choose to pursue civil claims, and known exclusions.
- Monetary payments - to estimate monetary payments, assumptions have been made regarding the severity and impact of abuse having regard to the expected mix of scheme applicants, and the component of offset from prior payments. Counselling and psychological costs are based on the assumption of take up rates and expected number of sessions that eligible participants will attend.
- Discount rate - expected future cashflows are discounted to present value using a single equivalent discount rate of 1.06% p.a. (2.20% p.a. at 30 June 2018) based on the yields available on Commonwealth Government bonds.
- Other assumptions include the expected payment patterns resulting from the Scheme.

AHRC legal settlements

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. Crown Law has settled all claims under this redress scheme. Outstanding legal fees and claim payments of \$.244 million have been accrued and are expected to be finalised by September 2019.

Number of settlements have been lower than anticipated and some claims withdrawn, resulting in excess provision of \$.159 million. Appropriation refundable to QT has been recognised to reflect this surplus in provision, to be remitted upon conclusion of all settlement payments.

Movements in Provisions	AHRC legal settlements	
	2019 \$'000	2018 \$'000
Carrying amount at 1 July	823	1,075
Additions due to recognition	-	-
Reductions arising from payments	(420)	-
Reductions arising from accrual of known outstanding commitments	(244)	-
Reversal of excess provision [^]	(159)	(252)
Carrying amount at 30 June	-	823

[^]All claims have been settled and the outstanding liability under this redress scheme is now firm, provision has therefore been adjusted to reflect this.

G1-4 Notes explaining major variances for administered activities

(i) Explanation of Major Variances – Income Statement

Administered Income

The increase is entirely due to higher appropriation revenue provided for the National (Qld) Redress Scheme in line with higher expenditure.

Borrowing Costs

The increase is entirely due to higher borrowing expenses recognised in relation to the Provision for the National (Qld) Redress Scheme, as assessed by external actuaries, compared to the amount budgeted.

Other Expenses

The increase is entirely due to an increase in the Provision for the National (Qld) Redress Scheme, as assessed by external actuaries, compared to the amount budget. This increase has occurred because of additional provisions recognised (\$22.6M) and an increase because of a reduction in the discount rate (\$21.88M).

Notes to the Financial Statements

G1 Administered (continued)

G1-4 Notes explaining major variances for administered activities (continued)

(ii) Explanation of Major Variances – Balance Sheet

Receivables

The increase in receivables is wholly due to increased appropriation receivable relating to an increase in the Provision for the National (Qld) Redress Scheme.

Provisions

The increase in provisions is wholly due to an increase in the Provision for the National (Qld) Redress Scheme. The increase in the provision is due to lower than budgeted payments (\$53.3M), additional provisions recognised (\$22.6M), an increase because of a reduction in the discount rate (\$21.88M) and an increase in borrowing costs associated with the provision (\$5.63M).

H1 Trust Transactions and Balances

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 small value transactions and balances, they are not recognised in the financial statements.

As at 31 May 2019, trust accounts were transitioned to the Department of Youth Justice as part of the Machinery of Government change. The transitioned balances for the Cleveland Youth Detention Centre and the Brisbane Youth Detention Centre were \$9,489 and \$10,159 respectively.

Certificate of the Department of Child Safety, Youth and Women

Management Certificate

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 2019 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department of Child Safety, Youth and Women, acknowledges responsibility under s.8 and s.15 of the *Financial and Performance Management Standard 2009* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Danny Short
Chief Finance Officer

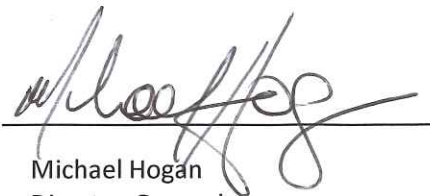


Danny Short, FCPA BCom
Chief Finance Officer

30 August 2019



Michael Hogan
Director-General



Michael Hogan
Director-General

30 August 2019

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 2019, 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 statement of financial position and statement of assets and liabilities by major departmental service as at 30 June 2019, 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.

Valuation of Specialised Buildings \$24.179 m and depreciation expense \$11.332 m

Refer to Notes C3-2, C3-5 and C3-6 in the financial report

Key audit matter	How my audit addressed the KAM
<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</p> <ul style="list-style-type: none"> • current replacement cost represented • 87 per cent of the total building assets. <p>The departments assets are valued on an annual basis according to the:</p> <ul style="list-style-type: none"> • valuation methodology adopted for each category by comprehensively valuing the assets at regular intervals and applying indices in the years between comprehensive valuations. <p>For the financial period ended 30 June 2019, buildings reported at current replacement costs were measured by applying an index. This comprises:</p> <ul style="list-style-type: none"> • Gross replacement cost, less • Accumulated depreciation <p>Fair value was derived at balance date by applying indexation factors to the gross replacement costs at 31 March 2019. Using indexation required significant judgements for:</p> <ul style="list-style-type: none"> • determining indexation factors that reflect the estimated change in the cost inputs used in developing the gross replacement since the previous valuation • assessing the on-going validity of assumptions and judgements used to determine fair value in the intervening period between effective date of valuation and the year end. <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components.</p>	<p>My procedures for the valuation of Buildings included, but were not limited to:</p> <ul style="list-style-type: none"> • Assessing the management controls over the valuation process. • Assessing the competence, capability and objectivity of the independent valuation specialist used by the department. • Reviewing the scope and instructions provided to the valuer and obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices. • Assessing the appropriateness of the building components used for measuring gross replacement cost. • Evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets. • Recalculating the application of the indices to asset balances. • Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> - reviewing management’s annual assessment of useful lives - assessing that no asset in use has reached or exceeded its useful life - enquiring of management about their plans for assets that are nearing the end of their useful life. • Where changes in useful lives were identified, evaluating whether the effective dates of change were supported by appropriate evidence.

Measurement of the provision for the National (Qld) Redress Scheme (\$550.571m)

Refer to Note G1-3 in the financial report.

Key audit matter	How my audit addressed the KAM
<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.</p> <p>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 9 years of the National Redress Scheme from the 10 year's commitment to the 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.

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 2019:

- 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 2019

Queensland Audit Office
Brisbane

Appendix 2: Acts administered by the department

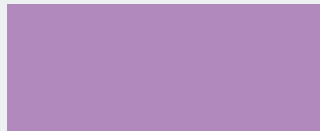
The Department of Child Safety, Youth and Women functions and powers are derived from administering the following Acts of Parliament, in accordance with the relevant Administrative Arrangements Orders. Our Director-General, on behalf of our Minister, is responsible for administering these Acts.

- *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*.

Appendix 3: Government bodies

The following government body was active during 2018-19 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> <p>Future of the CDCRPs</p> <p>In response to the Queensland Family and Child Commission 2017's published review report: <i>A systems review of individual agency findings following the death of a child</i>, the Government has given consideration to how to best establish a revised external and independent child death review model. It has been announced that Queensland Family and Child Commission will host a new and independent Child Death Review Panel once legislative amendments have been carried out. A commencement date of 1 July 2020 is anticipated.</p>
Achievements	<p>In 2018-19:</p> <ul style="list-style-type: none"> • The CDCRP convened 19 times to independently review reports and make recommendations for 54 children and young people who died, and 18 children who suffered a serious physical injury. • The CDCRP delivered 19 reports to the Director-General of the department relating to the cases reviewed, proposing 82 recommendations in relation to ongoing learning and systemic improvement of service delivery. • The CDCRP delivered five reports to the Director of Child Protection Litigation relating to the cases reviewed, proposing seven 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 domestic and family violence, information sharing with partner agencies, improvements to culturally and linguistically diverse practice and engagement, risk assessments, structured decision making tools and training and development .</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 lead integrated service responses to domestic and family violence victims and their children and focus on the Safe and Together model in holding perpetrators to account for their behaviours, recognise the efforts of foster carers who provided a high level of care to children who passed away as a result of complex disease or morbid conditions, enhance efforts to share information with partner agencies, strengthen risk assessments, review and revise structured decision making tools and introduce new training modules. Recommendations and</p>



responses have also been considered through departmental reform and performance mechanisms.

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	2	\$325 for 4 hours (or part thereof)	N/A	\$6,175
Chair	Shanna Quinn	2		N/A	\$6,500
Chair	Raelene Ward	0		N/A	\$0
Chair	Clinton Schultz	5		N/A	\$12,025
Chair	Gwenn Murray	3		N/A	\$9,750
Chair	Annette Sheffield	5		N/A	\$18,850
Chair	Claire Tilbury	2			N/A
Member	Laurel Downey	1	\$250 for 4 hours (or part thereof)	N/A	\$1,250
Member	Nicola Murdock	0		N/A	\$0
Member	Bryan Cook	2		N/A	\$2,250
Member	Raelene Ward	5		N/A	\$10,750
Member	Deborah Walsh	3		N/A	\$4,500
Member	Susan Teerds	4		N/A	\$5,750
Member	Kirsten Vallmuur	3		N/A	\$5,250
Member	Clinton Schultz	1		N/A	\$1,000
Member	Kairi Kolves	0		N/A	\$0
Member	Rosa Alati	4		N/A	\$7,000

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received	
Member	Rebecca Shearman	1		N/A	\$2,000	
Member	Paul Colditz	2		N/A	\$4,250	
Member	Clare Tilbury	0		N/A	\$0	
Member	Annette Sheffield	0		N/A	\$0	
Member	Cindy Shannon	7		N/A	\$11,500	
Member	Laurel Edwards	0		N/A	\$0	
Member	Jeanine Young	2		N/A	\$3,500	
Member	Annabel Taylor	1		N/A	\$2,500	
Member	Deborah Walsh	1		N/A	\$1,500	
Member	Margie Kruger	3		N/A	\$6,000	
Member	Betty Taylor	2		N/A	\$4,500	
Member	Kathryn McMillan	2		N/A	\$3,500	
Member	Stephen Stathis*	3		*Unpaid members	N/A	N/A
Member	Donna Lockyer*	1			N/A	N/A
Member	Christopher Hansel*	1	N/A		N/A	
Member	Karen Nankervis*	2	N/A		N/A	
Member	Graham Kraak*	2	N/A		N/A	
Member	Julie Kinross*	1	N/A		N/A	
Member	Bernadette Harvey*	5	N/A		N/A	
Member	Barbara Shaw*	2	N/A		N/A	
Member	Megan Giles*	3	N/A		N/A	
Member	Hayley Stevenson*	2	N/A		N/A	

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Member	Phillip Brooks*	0		N/A	N/A
Member	Tammy Myles*	0		N/A	N/A
Member	Glenn Horan*	3		N/A	N/A
Member	Anne Edwards*	3		N/A	N/A
Member	Peter Henderson*	0		N/A	N/A
Member	Susanne Le Boutillier*	4		N/A	N/A
Member	Selwyn Button*	2		N/A	N/A
Member	Kristine Harvie*	1		N/A	N/A
Member	Arna Brosnan*	1		N/A	N/A
Member	Andrea Lauchs*	1		N/A	N/A
Member	Glen Knights*	1		N/A	N/A
Member	Nicole Duke*	1		N/A	N/A
Member	Carina Muller*	1		N/A	N/A
No. scheduled meetings/sessions	In 2018-19, the CDCRP convened 19 times.				
Total out of pocket expenses	\$0				

Appendix 4: 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 • Assistant Chief Operating Officer, Service Delivery • Regional Executive Director, North Queensland Region (North) • Regional Executive Director, North Queensland Region (South) (until commencement of the Department of Youth Justice on 20 May 2019) • Regional Executive Director, Central Queensland Region • Regional Executive Director, Moreton Region • Regional Executive Director, South East Region • Regional Executive Director, South West Region • Chief Finance Officer, Financial Services • Executive Director and Chief Human Resources Officer, People and Culture • Senior Executive Director, Youth Justice Services (until commencement of the Department of Youth Justice on 20 May 2019)

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 Leslie Skelton
- Aunty Sharon Smith
- Aunty Adelina Stanley
- Aunty Kim Thursby
- Uncle Arnold Wallis
- Aunty Lesley Williams
- Uncle David Don

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
- 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 2019* and the *Financial and Performance Management Standard 2019*.

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
- Senior Executive Director, Youth Justice Services (until commencement of the Department of Youth Justice on 20 May 2019)

Standing invited guests

- Director-General (special invitee)
- Chief Finance Officer
- Head of Internal Audit, Internal Audit and Compliance Services, Department of Communities, Disability Services and Seniors
- Engagement Leader and Director, Specialist Audit Services, Queensland Audit Office
- Audit Managers, Queensland Audit Office

Total remuneration payments and on-costs

In 2018-19, the external independent chair and external member received total remuneration of \$19,250 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 • Assistant Chief Operating Officer, Service Delivery • 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	<p>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.</p> <p>The committee leads a whole-of-department approach to youth strategy and governance, leadership and performance, and risk management, and provides a forum drive innovation</p>

	and continuous improvement, and to develop and foster senior leadership talent.
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, North Queensland • Regional Executive Director, Central Queensland • Senior Executive Director, Youth Justice Services (until commencement of the Department of Youth Justice on 20 May 2019) • Executive Director, Youth Justice Operations and Practice (until commencement of the Department of Youth Justice on 20 May 2019) • 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 (until commencement of the Department of Youth Justice on 20 May 2019) • Director, Youth Justice Services, South West (until commencement of the Department of Youth Justice on 20 May 2019)

Corporate governance

People and Culture Committee	
Description	<p>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 Workforce Strategy.</p> <p>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.</p>
Meeting frequency	Bi-monthly
Membership	<ul style="list-style-type: none"> • Assistant Director-General, Corporate Services

- Assistant Director-General, Information, Innovation and Recovery
- Senior Executive Director, Youth Justice Services (until commencement of the Department of Youth Justice on 20 May 2019)
- 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
- Regional Executive Director, South East
- Director, People Service, People and Culture
- Director, People Strategy, 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

- Director-General
- Deputy Director-General, Strategy
- Deputy Director-General, Service Delivery
- Senior Executive Director, Youth Justice Services (until commencement of the Department of Youth Justice on 20 May 2019)
- Assistant Director-General, Corporate Services (Chair)
- Assistant Director-General, Information, Innovation and Recovery
- Chief Finance Officer, Financial Services
- Executive Director, Investment and Commissioning
- Regional Executive Director, Northern Queensland (North)
- Regional Executive Director, Northern Queensland (South) (until commencement of the Department of Youth Justice on 20 May 2019)
- Regional Executive Director, Central Queensland

- Regional Executive Director, Moreton
- Regional Executive Director, South West
- Regional Executive Director, South East

Investment and Partnerships Committee

Description

The Investment and Partnerships Committee is a sub-committee of the Executive Board (EB). 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 EB.

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

Bi-monthly

Membership

- 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 (until commencement of the Department of Youth Justice on 20 May 2019)

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	<ul style="list-style-type: none"> • 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 • 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) • Director, Youth Transition, Youth Justice Services, DCSYW (until commencement of the Department of Youth Justice on 20 May 2019)

Fraud and Corruption Control Committee	
Description	<p>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.</p> <p>The committee undertakes its role from a cross-organisational perspective, and ensures there is</p>

	cohesiveness in its considerations and decisions, particularly in respect of departmental change and innovation activities.
Meeting frequency	Quarterly
Membership	<ul style="list-style-type: none"> • Chief Finance Officer (Chair) • Executive Director, Youth Justice Operations and Practice (until commencement of the Department of Youth Justice on 20 May 2019) • 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 5: 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.
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 6: 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 111
	<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
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 10.2	<ul style="list-style-type: none"> Pages 4, 13, 97 and 116
	<ul style="list-style-type: none"> Machinery-of-government changes 	ARRs – section 31 and 32	<ul style="list-style-type: none"> Page 4
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 10.3	<ul style="list-style-type: none"> Page 13
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 11.1	<ul style="list-style-type: none"> Page 12
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	<ul style="list-style-type: none"> Page 13
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.3	<ul style="list-style-type: none"> Pages 20, 24, 26, 30, 32, 36 and 38
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.4	<ul style="list-style-type: none"> Pages 20-25 Pages 26-31 Pages 32-37
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	<ul style="list-style-type: none"> Page 10
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	<ul style="list-style-type: none"> Page 14
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	<ul style="list-style-type: none"> Page 40

	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	<ul style="list-style-type: none"> Page 98
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	<ul style="list-style-type: none"> Page 44
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.5	<ul style="list-style-type: none"> Page 44
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	<ul style="list-style-type: none"> Page 44
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	<ul style="list-style-type: none"> Pages 45 and 104
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3	<ul style="list-style-type: none"> Page 45
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4	<ul style="list-style-type: none"> Page 45
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5	<ul style="list-style-type: none"> Page 50
Governance – human resources	<ul style="list-style-type: none"> Strategic workforce planning and performance 	ARRs – section 15.1	<ul style="list-style-type: none"> Page 48
	<ul style="list-style-type: none"> Early retirement, redundancy and retrenchment 	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment (from 20 May 2016)</i> ARRs – section 15.2	<ul style="list-style-type: none"> Page 49
Open Data	<ul style="list-style-type: none"> Statement advising publication of information 	ARRs – section 16	<ul style="list-style-type: none"> Page 2
	<ul style="list-style-type: none"> Consultancies 	ARRs – section 33.1	https://data.qld.gov.au
	<ul style="list-style-type: none"> Overseas travel 	ARRs – section 33.2	https://data.qld.gov.au
	<ul style="list-style-type: none"> Queensland Language Services Policy 	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	<ul style="list-style-type: none"> Certification of financial statements 	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	<ul style="list-style-type: none"> Page 93
	<ul style="list-style-type: none"> Independent Auditor's Report 	FAA – section 62 FPMS – section 50 ARRs – section 17.2	<ul style="list-style-type: none"> Page 94

Abbreviations

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
ARRs	<i>Annual report requirements for Queensland Government agencies</i>

Key office locations and contact information

Office of the Director-General

Address: 1 William Street, Brisbane Qld 4000
Phone: 13 QGOV (13 74 68)

Office for Youth

Postal address: Locked Bag 3405, Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Email: youth@csyw.qld.gov.au

Office for Women

Postal address: Locked Bag 3405, Brisbane Qld 4001
Phone: 1800 177 577
Email: women@qld.gov.au

Northern Queensland Region

Address: William McCormack Place, Cairns Qld 4870
Postal address: PO Box 4626, Cairns Qld 4870
Phone: (07) 4225 7154

Central Queensland Region

Address: Level 3 209 Bolsover Street, Rockhampton Qld 4700
Postal address: PO Box 1503, Rockhampton Qld 4700
Phone: (07) 4848 4310

Moreton Region

Address: Level 3 12 First Avenue, Maroochydore Qld 4558
Postal address: PO Box 972, Maroochydore Qld 4558
Phone: (07) 5376 9600

South East Region

Address: Ground Floor 100 George Street, Beenleigh Qld 4207
Postal address: PO Box 1170, Beenleigh Qld 4207
Phone: (07) 3094 7100

South West Region

Address: 117 Brisbane Street, Ipswich Qld 4305
Postal address: PO Box 876, Ipswich Qld 4305
Phone: (07) 3432 1400