

ANNUAL REPORT 2016–2017



Public availability of report

This annual report is available on our website at: <https://www.communities.qld.gov.au/gateway/about-us/corporate-publications/annual-report>.

For further information on how to contact us refer to page 160.

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Office of the
Director-General

Department of
**Communities, Child Safety
and Disability Services**

30 September 2017

The Honourable Shannon Fentiman MP
Minister for Communities, Women and Youth
Minister for Child Safety and Minister for the
Prevention of Domestic and Family Violence

The Honourable Coralee O'Rourke MP
Minister for Disability Services
Minister for Seniors and
Minister Assisting the Premier on North Queensland

The Honourable Grace Grace MP
Minister for Employment and Industrial Relations
Minister for Racing and Minister for Multicultural Affairs

Dear Ministers

I am pleased to submit for presentation to the Parliament the Annual Report 2016–17 and financial statements for the Department of Communities, Child Safety and Disability Services.

I certify that this Annual Report complies with:

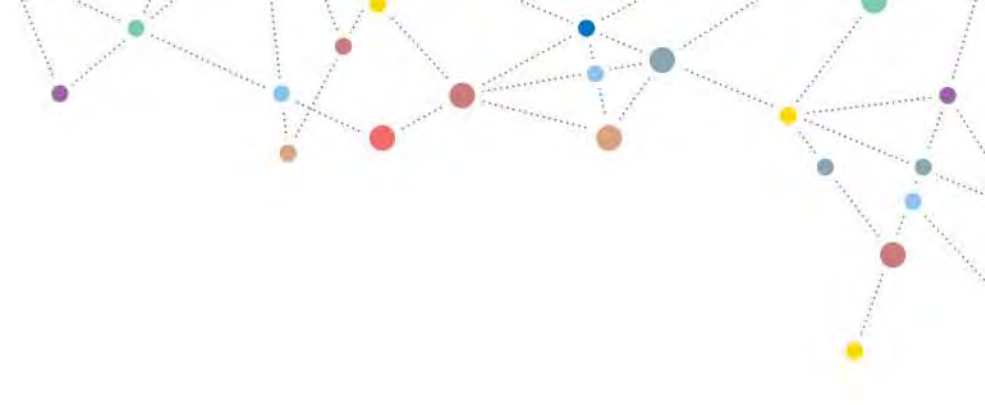
- prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009
- detailed requirements in the *Annual report requirements for Queensland Government agencies*.

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

Yours sincerely

Michael Hogan
Director-General

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About our report

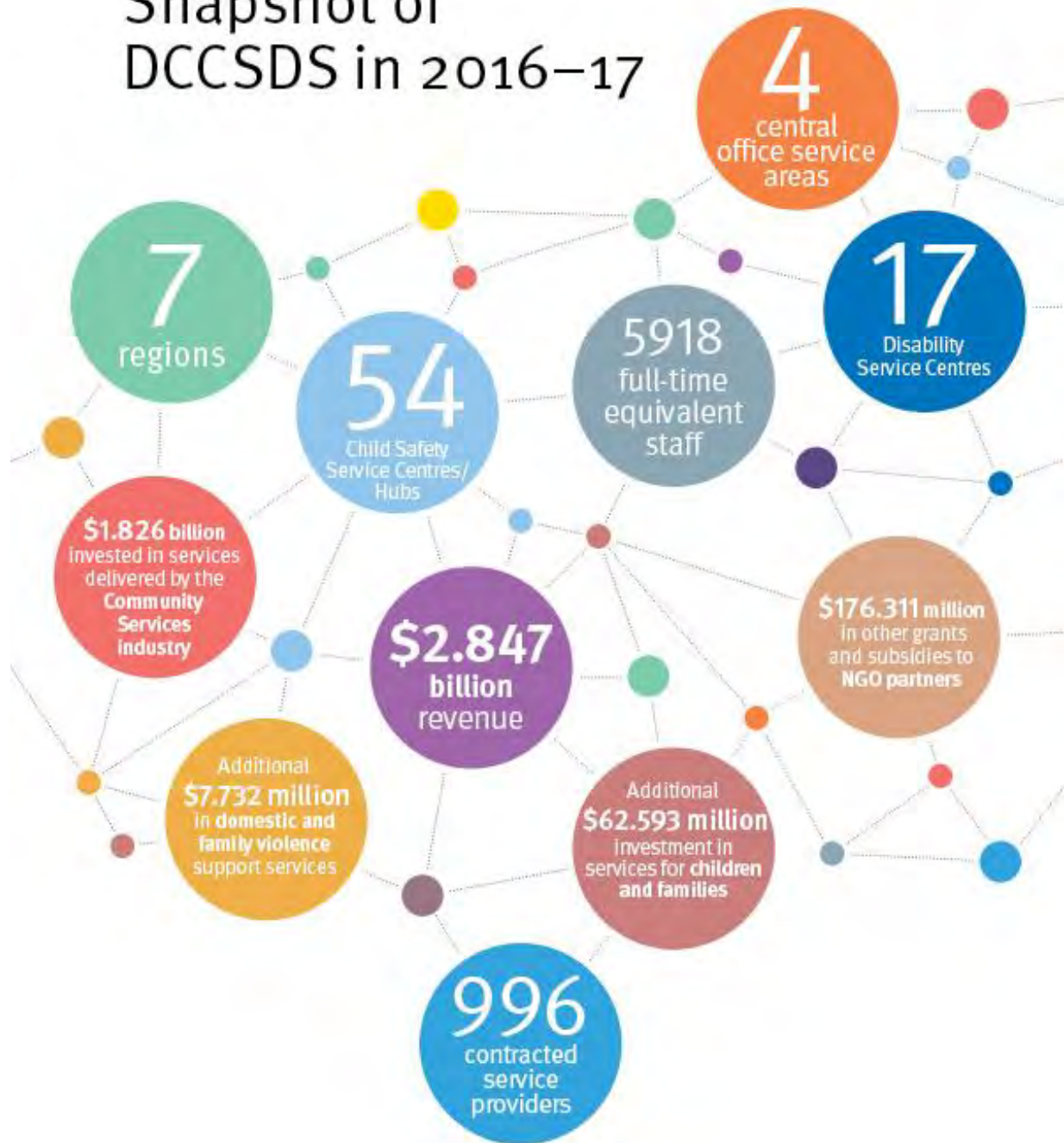
This report summarises our performance for the financial year ending 30 June 2017. This report reviews our performance against:

- key deliverables and performance indicators aligned to our Strategy 2016–20
- service areas and service standards in the 2016–17 Department of Communities, Child Safety and Disability Services Service Delivery Statements.

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Snapshot of DCCSDS in 2016–17





Director-General's message

I am pleased to present the 2016–2017 Annual Report for the Department of Communities, Child Safety and Disability Services.

As Queenslanders face increased complexities and pressures every day, improving the lives of those most in need of support is central to the way we design and do our work.

The department is undergoing significant reforms in all three of our service areas — child and family services, community services, and disability services. These reforms have made the past year one of the most exciting years we have ever faced, but also one of the most challenging.

In March of 2017, Queensland faced Tropical Cyclone Debbie and the devastation it brought to many of our communities. The department mobilised to facilitate a large and on-going community recovery effort, and will continue to work hard to help Queenslanders get back on their feet in the wake of such devastation.

We will continue our focus on delivering effective and responsive child protection services, working to prevent and respond to domestic and family violence, and supporting the roll-out of the National Disability Insurance Scheme (NDIS) across Queensland.

Our achievements in 2016–17 include:

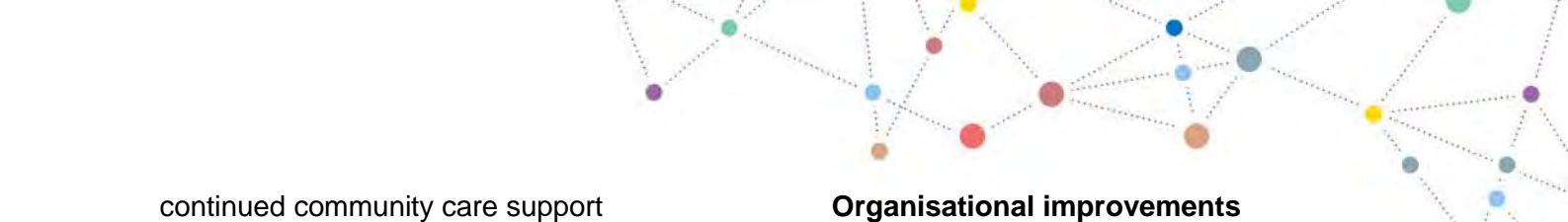
Child and family services and reforms

- increased investment to improve frontline services for families and children to \$1.011 billion
- releasing the *Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019* in partnership with Family Matters, to improve the safety and wellbeing of Aboriginal and Torres Strait Islander children and families

- employing additional Child Safety staff and improving performance
- continuing to implement the wide-ranging *Supporting Families Changing Futures* reforms to improve the wellbeing and safety of children and enable families to thrive
- acting on learning and recommendations from reviews
- supporting 47 young women, transitioning from care, to undertake higher education studies through *Care2Achieve: Scholarship for Young Women Leaving Care*
- making significant progress in implementing recommendations of the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report and growing investment in services to prevent and respond to domestic and family violence
- implementing the *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* to improve safety for victims of domestic and family violence
- implementing the *Child Protection Reform Amendment Act 2016*, which altered the process for applying to the Childrens Court for a child protection order, and progressing the review of the *Child Protection Act 1999*
- commencing a more contemporary and flexible legal framework for adoption in Queensland, following the review of the *Adoption Act 2009*.

Disability services

- continued to lead whole-of-government planning and support to implement the NDIS
- helping to bring forward the start date of the NDIS in Ipswich, Bundaberg and Rockhampton, enabling 1150 existing clients to transition sooner
- facilitating extensive public consultation to help Queenslanders have their say on a new disability plan
- supporting WorkAbility Queensland to lead workforce planning and engagement for the roll-out of the NDIS
- hosting a jobs expo in Townsville that attracted almost 700 job seekers and connected them to organisations needing new staff
- conducting extensive statewide consultation with service providers and recipient representatives to assist the development of



continued community care support arrangements for eligible people whose needs are not intended to be met by the NDIS.

Social services and reforms

- contributing to Queensland's first Social Benefit Bond to address the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care
- featuring social innovation at the Myriad 2017 Festival in Brisbane
- contributing to Logan Together, a collective approach to improving the development outcomes for children aged zero to eight years of age.

Community inclusion, participation and resilience

- using our new online grants portal to provide personal hardship assistance grants up to 51 times faster than following Tropical Cyclone Marcia in 2015
- releasing the *Queensland Youth Strategy: Building young Queenslanders for a global future*
- releasing the *Toward Gender Parity: Women on Boards Initiative* to increase the number of women on Queensland Government boards
- establishing the Multicultural Queensland Advisory Council
- launching *Our story, our future* multicultural policy and action plan, the first under the *Multicultural Recognition Act 2016*
- launching the state's first Financial Inclusion Plan, including investing in two Good Money shops operated by Good Shepherd Microfinance
- developing the Money Ready Toolkit in partnership with Good Shepherd Microfinance
- launching *Advancing Queensland: an age-friendly community grants program*
- making it easier for people to connect to information about services and access concessions through a convenient 'one stop shop' www.qld.gov/seniors
- planning the expansion of support services for older people at risk of elder abuse in areas that do not currently have locally based specialist elder abuse prevention services.

Organisational improvements

- commencing an initiative to speed up information sharing between agencies on children missing from out-of-home care, in response to the Queensland Family and Child Commission's report: *When a child is missing*
- driving our *Respectfully Journey Together* initiative to grow our Aboriginal and Torres Strait Islander cultural capability
- developing and piloting *kicbox*, a mobile application for kids in care
- implementing Carepay2, an information system for issuing payments to foster and kinship carers with paid placements
- designing and implementing the Domestic and Family Violence Prevention Client Management System to support integrated service responses and information sharing
- implementing a tailored mentoring program for all Aboriginal and Torres Strait Islander staff
- attaining White Ribbon accreditation and delivering a Domestic and Family Violence workplace package to strengthen support for affected employees.

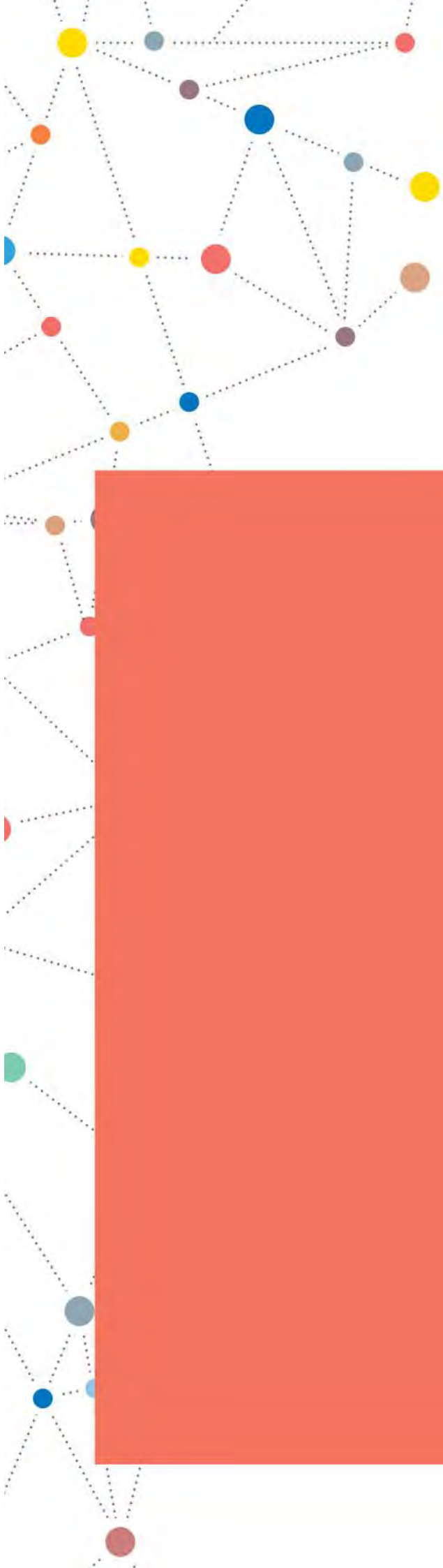
The department is undergoing significant change and more changes are on the horizon. We are carefully managing the dual challenges of restoring frontline child safety and community services and supporting staff impacted by the transition of disability services clients to the NDIS.

We will continue to develop better ways to engage, adopt new methods and technologies, and integrate services, so that our work is sustainable and effective into the future.

I am very proud and appreciative of the hard-working, passionate, dedicated and professional staff of the department.

I acknowledge their commitment to enabling Queenslanders to participate in, and contribute to a fair, resilient and prosperous Queensland.

Michael Hogan
Director-General



Part

1

Overview



About us

Our purpose

Our purpose is to enable Queenslanders to participate in and contribute to a fair, resilient and prosperous Queensland.

The department was established in April 2012 by the Governor-in-Council, under the authority of the *Public Service Act 2008* and the *Queensland Government Gazette No. 77*.

We are accountable to three Ministers:

- Minister for Communities, Women and Youth, Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence
- Minister for Disability Services, Minister for Seniors and Minister Assisting the Premier on North Queensland
- Minister for Employment and Industrial Relations, Minister for Racing and Minister for Multicultural Affairs.

We administer legislation that regulates the services we deliver or fund (more details are contained in Appendix 1).

Our clients

We engage and support Queenslanders of diverse communities, ages, locations, abilities and genders across the whole state.

We are responsible for supporting some of the most vulnerable Queenslanders, including:

- children at risk of harm and their families
- people with disability
- people who are subject to domestic and family violence.

We support carers, volunteers, young people, women, seniors, people from culturally and linguistically diverse backgrounds, and people and communities affected by natural disasters.

We work closely with other government agencies and non-government human services organisations to help people improve their lives.

Our commitments

The department contributes to Queensland Government objectives for the community:

- building safe, caring and connected communities
- delivering quality frontline services
- creating jobs and a diverse economy

The department's Strategy 2016–20 detailed our commitments. In summary, we contribute to a Queensland where:

- all people are safe from violence, abuse and neglect, can participate fully in our economy and society, and are connected to their communities
- people with disability have choice, control and opportunities in their lives
- people are resilient and recover well from disasters
- social services are capable, diverse, sustainable and connected, and contribute to our state's equity, productivity and prosperity.

Our approach

We listen to the voices of citizens, customers and stakeholders, and invest and deliver services to enable people, families and communities to thrive.

We do this by:

- providing great service
- investing, innovating and working smartly
- engaging collaboratively and building strong partnerships
- leading and demonstrating our values
- learning from practice, feedback, evidence and reviews
- enabling our workforce and industry.

Our values

This report shows how we demonstrated whole-of-government values in 2016–17:

- customers first
- ideas into action
- unleash potential
- be courageous
- empower people.



Our services

Child and family services

We:

- Support community efforts to enable child wellbeing and development, and to prevent abuse, violence and neglect
- Support parents and families to care for their children safely and well
- Provide intake, investigation and assessment services in relation to families and children at risk of harm
- Support care services for children and young people unable to live with their own families
- Provide case management for children in family-based and residential care services

Community services

We:

- Support communities and vulnerable people to be resilient, safe and connected
- Support services and initiatives to prevent and respond to domestic and family violence and sexual violence
- Lead and facilitate social and economic participation and equity for women, young people and seniors
- Support community recovery from disasters
- Support community services to be effective and sustainable

Disability Services

We:

- Administer access to disability services pending transition to the National Disability Insurance Scheme
- Lead and facilitate Queensland Government's work to support implementation of the National Disability Insurance Scheme
- Provide accommodation and respite services to people with disability with high needs
- Support inclusion, access and equity for Queenslanders with disability

Multicultural Affairs

We:

- Lead and facilitate the social and economic participation of Queenslanders from culturally and linguistically diverse backgrounds
- Support social inclusion, cohesion and harmony initiatives
- Promote and celebrate multicultural Queensland



Our priorities

The department's Strategy 2016–20 expressed a number of priorities. In summary they are:

- getting Queensland ready for the NDIS and transitioning smoothly during the progressive roll-out across Queensland from July 2016 to June 2019
- continuing delivery of quality disability services as required, including direct provision of accommodation support and respite services
- transforming family and parenting supports so that children and families receive assistance when they need it
- transforming child protection to enable children and families to maintain safety, wellbeing and belonging
- reducing the over-representation of Aboriginal and Torres Strait Islander Queenslanders in child protection
- enabling children and young people in care to thrive and to transition successfully to adult life
- preventing and responding to domestic and family violence
- advancing strategies that enable social and economic opportunities for women, seniors, young people, and people from culturally and linguistically diverse backgrounds
- facilitating responsive and integrated services, especially for people and places with complex and highest needs
- building social cohesion and connectedness through community action and partnerships
- building disaster readiness and resilience, and effectively supporting community recovery
- growing capacity and capability in Queensland's social services industry, one of our largest and fastest growing industries.

Our budget

In 2016–17, we worked to:

- ensure value for money and return on social investment in services
- manage our budget effectively
- identify efficiencies through service and business innovation
- ensure investment is targeted towards services that support the most vulnerable.

The adjusted operational budget for the department in 2016–17 was \$2.846 billion.

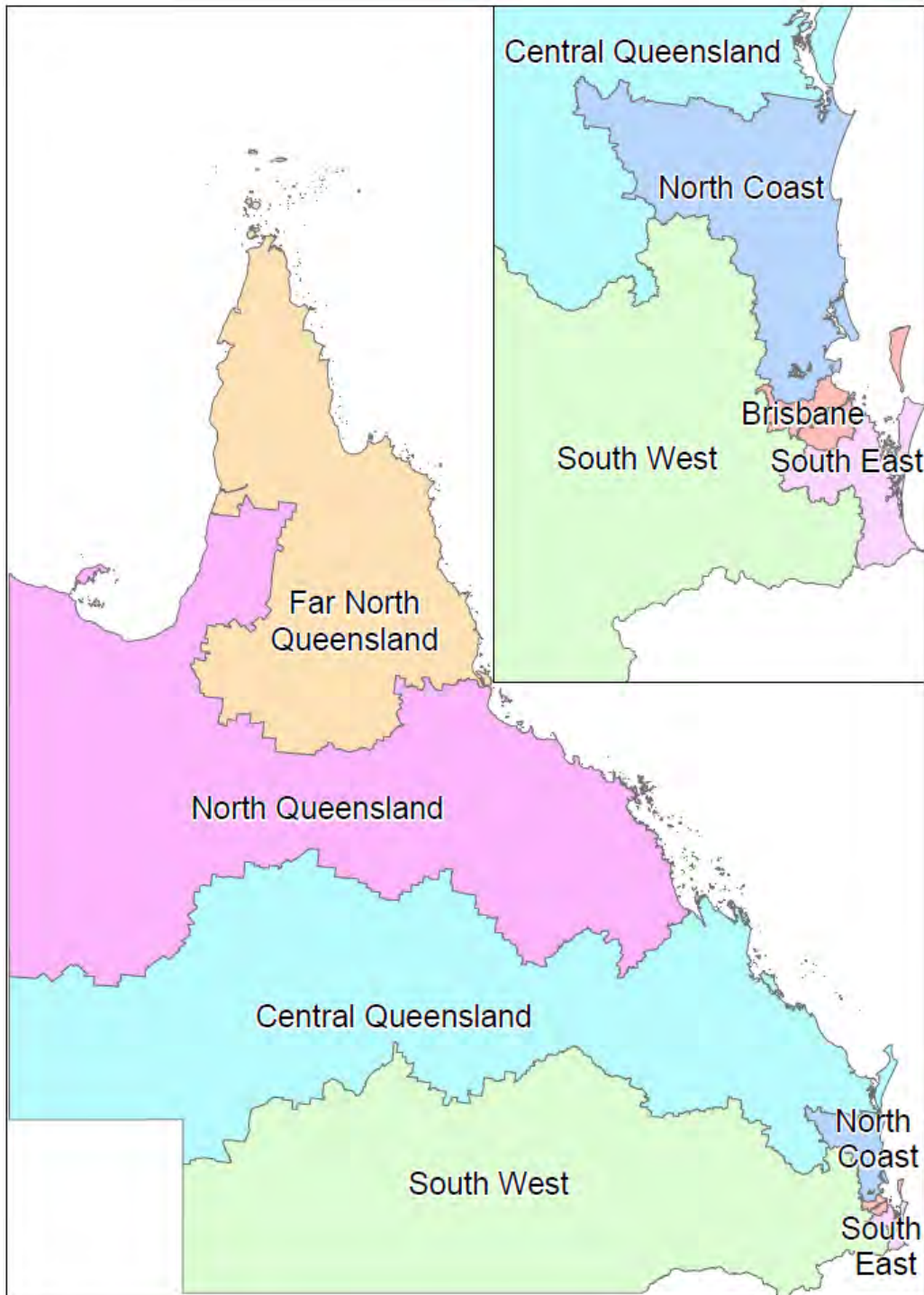
The department also administered a budget of \$395.6 million on behalf of the state for:

- concessions to eligible pensioners, seniors and veterans for rates, electricity, water, reticulated natural gas and electricity, and for settlements for racial discrimination claims
- payments by the department for the transition of clients to the NDIS and other required payments in relation to the Bilateral Agreement between the Commonwealth and Queensland for the transition to the NDIS
- payments for natural disasters on behalf of the Queensland Government and the Australian Government, for example, Immediate Hardship Assistance Grants, Essential Household Contents Grants, Structural Assistance Grants and the Essential Services Safety and Reconnection Scheme.

Financial statements can be found in the Financial Statements section (page 79). A financial summary is also included in Part 2 of this report.

Regional highlights

We deliver services across seven regions.



Brisbane

Brisbane	
Total population:	1,131,155
Proportion of Aboriginal and/or Torres Strait Islander people:	1.5%
Proportion of people born overseas:	30.6%
Number of Child Safety Service Centres:	8
Disability Service Centre locations:	Mount Gravatt, Nundah and Oxley
Number of FTE staff:	1101.87
Outsourced service delivery funding:	\$443,042,604

Brisbane region has worked actively across all streams to prepare for an efficient **transition to NDIS** for clients and service providers. The region identified child safety and hard to reach clients not registered with the department, and also prepared and communicated with providers as part of the NDIS readiness.

We held **47 Pop-up Local Area Coordination events** to raise awareness of disability issues and community capacity building. These included participation in major events such as the 2017 Fresh Futures Market, Multicultural Youth Day and NAIDOC Week Celebrations at Inala and Musgrave Park.

The **Foster Care Queensland** project saw the region develop and implement a training package for Queensland foster carers and Child Safety service providers to ensure children with disability in the care of Child Safety services are also prepared for the NDIS.

The **NDIS Child Safety project** identified 121 children and young people in the region receiving Child Safety interventions, who may be eligible and require access to specialist

disability supports. Of these children and young people, 63 have had an eligibility assessment completed. Full needs assessments have been completed as part of the overall eligibility assessment process to assist young people transitioning from care to adult life by identifying and recommending disability-specific supports.

The region enriched the foster and kinship care service system by establishing the **Flexible Support Program**. It enables care services to flexibly support the needs of carers to ensure or maintain stability for children and young people. The program has included school holiday camps, in-home support, assistance to manage medical appointments, building community connections and specialised training.

We procured and established a **second Kinship Care Service**, moving us closer to the target of having 70 per cent of children and young people in Kinship Care placements by 2019.

We led the development of **an integrated approach to domestic and family violence services** in Brisbane, in partnership with the Brisbane Domestic Violence Service Micah Projects Limited. The new approach is focused on women's and children's safety and perpetrator accountability, and has resulted in better cooperation across relevant agencies including Police, Child Safety, Disability, Health and the Courts.

Services that increase **older people's** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in Brisbane region, including Tech Savvy Seniors; Acacia Ridge 50 and Better; Brisbane Inner Suburbs Safe and Confident Living Project; Cannon Hill 60 and Better Program; Older Women's Network; and Skylarkers 60 and Better. Older people also have access to a Seniors Legal and Support Service in Brisbane.

The department also supported **Seniors Week 2016** in Brisbane region, including through 26 funded events. The **Seniors Business Discount Scheme** recruited 94 new business outlets in Brisbane region.

Central Queensland

Central Queensland	
Total population:	469,358
Proportion of Aboriginal and/or Torres Strait Islander people:	5.3%
Proportion of people born overseas:	11.5%
Number of Child Safety Service Centres:	6
Disability Service Centre locations:	Maryborough, Bundaberg, Gladstone, Rockhampton
Number of FTE staff:	588.20
Outsourced service delivery funding:	\$206,738,065

Cherbourg was chosen as the discrete community to trial an **Integrated Service Response** to domestic and family violence. It is designed to improve outcomes for victims and hold perpetrators to account. The trial in Cherbourg commenced on 5 October 2016 with the first Multi-Agency Governance Group meeting. The **High Risk Team** is one component of the **Cherbourg Integrated Service Response Trial**, and is comprised of prescribed core members from agencies who have knowledge and expertise in relation to domestic and family violence.

The **Community Connections Project** aims to positively influence the wellbeing of young people in care through a developmental approach. The program focuses on enhancing individual connection to culture, family, community and country. In March 2017, Rockhampton commenced a pilot of the Community Connections Project, which culminated in a concert showcase, celebrating the positive expression of identity and emotion through the immersion of culture.

The region supported **Beach Day Out**, an all abilities event held as part of Disability Action Week celebrations. A free, inclusive, family

friendly event, it provided accessible activities for the whole community. Important information about the NDIS was provided to attendees.

Funding for new **Domestic and Family Violence** services commenced in Longreach, Rockhampton and Emerald. In Longreach and Emerald, the funding establishes new perpetrator interventions in areas where no response to perpetrators has previously been delivered. In Rockhampton, the funding increases the capacity of the existing perpetrator intervention program to meet increased demand.

The region responded to **Tropical Cyclone Debbie**, which dropped significant rain totals in the upper Fitzroy Catchment and other coastal catchments in April 2017. We established a Recovery Hub and Outreach Coordination Centre at the Rockhampton Showgrounds, and activated the National Disaster Relief and Recovery Arrangements Personal Hardship Assistance Scheme grants to assist individuals and families in the flooded areas of Rockhampton and Livingstone. For the first time we utilised the online grant application and EFT payment system to speed up hardship payments. The Recovery Hub remained open until 21 April 2017.

To prepare for the **transition to NDIS**, the region cleansed data to ensure integrity and high quality, and worked with providers regarding funding arrangements well in advance of transition commencement.

Services that increase **older people's** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in Central Queensland region, including Tech Savvy Seniors; 60 & Better programs in Barcaldine, Blackall, Bundaberg, Hervey Bay, Rockhampton, and Winton; Older Men Unlimited Hervey Bay; and the Maryborough and District Committee. The region has a Seniors Legal and Support Service in Hervey Bay and is getting ready to set up new seniors legal and support services in Rockhampton and Gladstone. The department also supported **Seniors Week 2016** in Central Queensland region, including through 17 funded events. The **Seniors Business Discount Scheme** recruited 19 new business outlets in Central Queensland region.

Far North Queensland

Far North Queensland	
Total population:	272,578
Proportion of Aboriginal and/or Torres Strait Islander people:	15.2%
Proportion of people born overseas:	17.77%
Number of Child Safety Service Centres:	9
Disability Service Centre locations:	Cairns
Number of FTE staff:	323.78
Outsourced service delivery funding:	\$135,059,430

The region established **BOOST** (Boosting Educational Outcomes for Children in out-of-home care) in July 2016, in partnership with the Department of Education and Training, Office of the Public Guardian, and Catholic Education. Together we developed an Action Plan focusing on improving educational outcomes for out-of-home care children, particularly those in residential services, those entering Year 8 and those transitioning into Prep.

CommunityCast is an innovative network of digital noticeboards to keep local communities informed about nearby services, programs, activities and events. The community benefits from real-time information about what is happening in their community and how to get involved. Service and activity providers benefit from a new channel of communication with the community.

In 2016–17, the region placed an additional focus on **Reconnection** work to address Aboriginal and Torres Strait Islander over-representation and disconnection from family and community. This work aimed to ensure that Aboriginal and Torres Strait Islander children and young people in out-of-home care have the opportunity to reconnect meaningfully with their family, community and culture. The work embeds culturally responsive Child Safety

practice across the region and models good practice with our sector partners.

Regional staff contributed to the **Collective Impact Project for Cairns South and Yarrabah**. The project was kick-started by Mission Australia, facilitated by the Cairns Institute, and aims to improve health, learning, and safety outcomes for children aged 0 to 12 years. It commenced with an intensive listening period, with over 60 detailed interviews completed with community members and community sector agencies and organisations.

The region facilitated an innovative tripartite funding arrangement between local, Queensland and Commonwealth governments to support the **Manoora and Mooroolool Community Centres**. It enabled the two centres to continue operations that have become important to Cairns West communities.

In 2016–17, the region led co-commissioning initiatives in Cape York and Torres Strait to boost the sustainability of **Aboriginal and Torres Strait Islander Family Wellbeing Services**. The aim is to promote an integrated approach to investment in family support.

Cairns City hosted the State Disability Conference where **NDIS** was a central theme. The region supported the disability sector by delivering a range of NDIS information events, and also commenced planning for NDIS transition rural and remote communities.

Services that increase **older people's** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in the region, including Tech Savvy Seniors; Cooktown District 60 & Better; Safe and Confident Living Program (Marlin Coast); Torres Strait Older People Programs; Older Persons Action Program (Mutkin); and a Seniors Legal and Support Service in Cairns. The department also supported **Seniors Week 2016**, including 13 funded events, and the **Seniors Business Discount Scheme** recruited 13 new business outlets region.

The region supported the Director-General and Minister Fentiman in their respective roles as Government and Ministerial Champions for the Torres Strait, including coordinating visits to the Torres Strait islands to enable effective engagement with local stakeholders, services and communities.

North Coast

North Coast	
Total population:	821,378
Proportion of Aboriginal and/or Torres Strait Islander people:	2.5%
Proportion of people born overseas:	19.1%
Number of Child Safety Service Centres:	6
Disability Service Centre locations:	Caboolture, Strathpine, Maroochydore
Number of FTE staff:	608.91
Outsourced service delivery funding:	\$259,569,075

In response to growth in service demand and case complexity, the North Coast region has established **two Child Safety Districts**, Sunshine Coast/Gympie and Moreton Bay. This included the appointment of a new Regional Director and planning for a new Child Safety Service Centre in the Moreton Bay Regional Council area.

Breathing in Culture is responding to the high number of Aboriginal and Torres Strait Islander children and young people subject to child protection orders. The North Coast region has undertaken an audit of all these children to promote positive cultural identity and connections to family, community and country for each of them. The audit is also enabling place-based action plans that will drive stronger partnerships with community and improved cultural capability of our staff.

The **Walking With Dads** trial commenced this year in the Child Safety service centres of Caboolture, Gympie, Sunshine Coast and Mount Isa. The trial uses child protection statutory powers to bring perpetrators to the table while building on their motivation to be better fathers. Early indications are that this specialist resource is increasing safety for women and children.

Paramedics in Partnership is an initiative with the University of the Sunshine Coast that gives student paramedics a week-long placement with North Coast Disability Accommodation Support and Respite Services. This gives students an understanding of the support needs of people with an intellectual disability. It will help paramedics respond with empathy and understanding. Placements took place in December 2016 and January 2017, and are scheduled again for December 2017.

To prepare for the **transition to NDIS**, the region supported staff to understand available career pathways and future employment opportunities. The region also engaged with the non-government sector to assist understanding the transition. A new service delivery model was developed for children with a disability in care to assist in the preparation for the transition to the NDIS.

Services that increase **older people's** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in North Coast region, including Tech Savvy Seniors; Live Life Program; Active 60 and Better Deception Bay, Narangba and Burpengary; Redcliffe Older Peoples Action Program; and Sunshine 60 and Better Group. The region is getting ready to set up a seniors legal and support service at the Sunshine Coast.

The department also supported **Seniors Week 2016** in North Coast region, including 11 funded events. The **Seniors Business Discount Scheme** recruited 35 new business outlets in North Coast region.

North Queensland

North Queensland	
Total population:	428,798
Proportion of Aboriginal and/or Torres Strait Islander people:	7.8%
Proportion of people born overseas:	12.4%
Number of Child Safety Service Centres:	9
Disability Service Centre locations:	Townsville and Mackay
(for a portion of 2016-17), however, following transition to NDIS, North Queensland Region no longer has Disability Service Centres, although Accommodation Support and Respite Services is a registered government provider.	
Number of FTE staff:	382.42
Outsourced service delivery funding:	\$142,756,010

The region celebrated full **transition to the NDIS** at 30 June 2017. 2707 existing clients with disability had transitioned with approved participant plans as at 30 June 2017. The region also supported existing disability services clients, their families and carers to transition successfully to the NDIS, and assisted service providers to understand the transition arrangements and the impacts on their business. The region engaged with other Queensland Government departments affected by NDIS to ensure they understood the implications for the stakeholders.

As part of the Queensland Government's five-point plan to reduce youth crime in Townsville, the multi-agency **Townsville Stronger Communities Action Group** coordinates government and non-government services and targets young offenders and at-risk young people, aged 8 to 24, and their families. Its aim is to break the cycle of youth crime. In the nine months since forming, 90 young people have been assisted. The group also successfully advocated for an after-hours drop-in centre for

children 10 to 16 years. Young people receiving intensive support demonstrated improved behaviour including better school attendance, reduced offending, fewer instances of street-checks at night, and improved parental involvement.

The region established a **High Risk Team** to provide interagency responses to high risk domestic and family violence cases. This follows recommendations from *Not Now, Not Ever*. The Mount Isa trial site incorporates a best practice common risk assessment framework to support service provision. Flexibility allows local service providers to tailor their response to the specific needs of the local community and services. There is also a focus on service provision to perpetrators of domestic and family violence.

The BHP Billiton Mitsubishi Alliance **Youth and Community Centre project** reached preliminary architectural design phase. The Alliance is contributing \$5.2 million from 2016-17, and the Queensland Government made land available for a purpose-built facility in Moranbah. Community consultation has ensured local input into the design.

The **MORE 4 Mackay** project won the Queensland inaugural Business Innovation and Improvement in Government (BiiG) 'Regional Rumble' prize. The project developed a model of risk engagement for at-risk families and individuals in Mackay.

The Queensland Centre for Domestic and Family Violence Research hosted the **Not Now, Not Ever Research symposium** in February 2017. The symposium featured keynote speakers from the United States Training Institute on Strangulation Prevention and was well attended, receiving positive feedback from key stakeholder organisations.

Services for **older people** continued to be delivered, including Tech Savvy Seniors; Seniors Orientated Support (Mackay); BCA Older People's Action Program; Charters Towers 60 and Better Program; and Older People Experiencing Social Isolation (Townsville). The region has a Seniors Legal and Support Service (Townsville) and is getting ready to set up a similar service in Mackay. The department also supported **Seniors Week 2016**, including 14 funded events, and the **Seniors Business Discount Scheme** recruited 23 new business outlets.

South East

South East	
Total population:	1,006,116
Proportion of Aboriginal and/or Torres Strait Islander people:	2.2%
Proportion of people born overseas:	27.1%
Number of Child Safety Service Centres:	9
Disability Service Centre locations:	Beenleigh, Browns Plains, Robina
Number of FTE staff:	731.38
Outsourced service delivery funding:	\$307,092, 279

The region permanently connected children with families through the delivery of **Adoption Services for Queensland**. 33 Adoption Orders were made in the year ending 30 June 2017.

The region adopted a two-district model to enable a more place-based focus in the delivery of **Child and Family Services**.

The **Gold Coast Investigation, Assessment and In-Home Service** was established at Nerang with an integrated multi-agency service delivery model.

The **My Home program**, which looks to provide a permanent home for children unable to live with their own families, saw 11 couples take part in the initiative and two placements made.

The Logan/Beenleigh High Risk Team became operational in January 2017, providing an **Integrated Service Response to Domestic and Family Violence in Logan and Beenleigh**. The team shares relevant information and provides coordinated responses across partner agencies.

South East region Disability Services commenced the **preparation for their transition to the NDIS**, whilst maintaining delivery of services to clients. The region commenced regular engagement meetings with the Gold Coast Health District relating the NDIS transition. The Service Access teams presented information regarding the NDIS to a number of schools in the area in particular to school leavers. Clients were provided information regarding the Region's participant readiness arrangements at every opportunity.

We commenced refurbishment of the Loganlea Accommodation Support and Respite Services housing.

We continued to deliver the **Safer Schoolies Initiative**. This is a coordinated whole-of-government safety response and education program to keep youth safe at Schoolies and reduce the impact on local communities. In 2016, the initiative supported 23,355 school-leavers at five destinations across Queensland.

Services that increase **older people's** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in South East region, including Tech Savvy Seniors; Redland Positive Ageing Service; Safe and Confident Living Program (Gold Coast); Older People Action Program (Logan and Redland); Multicultural Seniors Program Gold Coast; and Southern Gold Coast 60 and Better Program. The region is getting ready to set up a new seniors legal and support service at the Gold Coast.

The department also supported **Seniors Week 2016** in South East region, including 14 funded events. The **Seniors Business Discount Scheme** recruited 38 new business outlets in South East region.

South West

South West	
Total population:	561,132
Proportion of Aboriginal and/or Torres Strait Islander people:	4.5%
Proportion of people born overseas:	14.2%
Number of Child Safety Service Centres:	7
Disability Service Centre locations:	Ipswich
Number of FTE staff:	908.83
Outsourced service delivery funding:	\$221,826,183

Regional staff worked with individuals, families and service providers to assist their **transition to the NDIS** with Toowoomba fully transitioned by June 2017 and early access to the scheme in Ipswich in May 2017. Across the region 2989 participants have an approved plan which included 575 participants in the Ipswich transition area.

The **Ipswich Investigation and Assessment Service Connect Service Centre** opened in February 2017. The centre works with community members and stakeholders to assess the most appropriate service response relating to children and families. It covers many catchment areas, including Murphy’s Creek, Gales, Mount Walker, Springfield Lakes, Laidley, Boonah and Linfield.

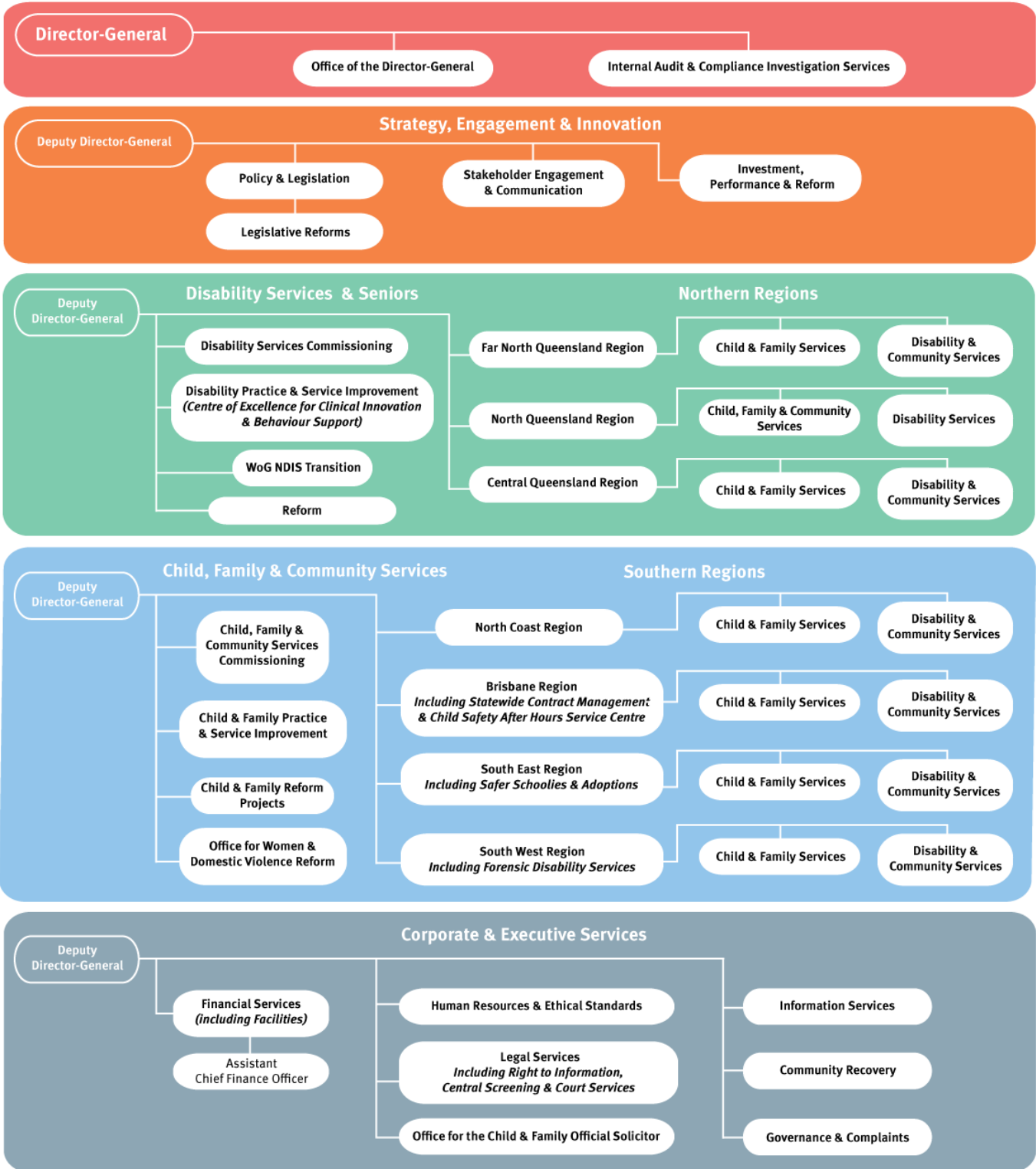
A worker from the **Domestic Violence Action Centre** works across three Child Safety Service Centres in the Ipswich area one day per week. They work with the department to provide support and assistance to families that are experiencing domestic and family violence.

Participant readiness workshops were conducted across the Region, including for Accommodation Support and Respite Services clients, families and staff. The region also worked with funded service providers to ensure they are supporting clients yet to transition, and implemented a Regional Workforce Transition Strategy and Action Plan to ensure impacted Disability Services staff are supported through the process.

Services that increase **older people’s** awareness of healthy lifestyle options, reduce social isolation, and strengthen personal and community connectedness continued to be delivered in South West region, including Tech Savvy Seniors; Active Living Program for Seniors (Ipswich); Warrawee South West Healthy Ageing Program; Inglewood 60 and Better; East Creek Older People's Action Program; Ipswich 60 and Better Program; Charleville and District Healthy Ageing Program; Tara 60 & Better Program; and the Older Men's Network (Toowoomba). The region offers a Seniors Legal and Support Service in Toowoomba.

The department also supported **Seniors Week 2016** in South West region, including 17 funded events. The **Seniors Business Discount Scheme** recruited 21 new business outlets in South West region.

Our structure





Our key governing body

The Portfolio Executive Board is the key strategic governing body for the department.

The board's key focus areas include the department's overarching strategy, investment and performance management, and overseeing the department's portfolio of programs and projects.

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

Michael was appointed Director-General, Department of Communities, Child Safety and Disability Services in April 2014.

He has held various senior executive roles in the department and its predecessors, as well as in the Departments of Premier and Cabinet in Queensland and New South Wales.

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

Kathy Dunning **Deputy Director-General,** **Corporate Services** **B.Bus. (Accounting)**

Kathy commenced in the role of Deputy Director-General, Corporate Services in the former Department of Communities in November 2009.

Previously, Kathy was Acting Deputy Director-General of Community and Youth Justice Services from March to November 2009, and General Manager, Service Delivery, Department of Communities from March 2007 to March 2009.

Prior to this, Kathy was in senior management roles over a 12-year period in Disability Services Queensland. She held the position of Executive Director, Programs and Community Specialist Services for six years, and various Regional Director positions.

Tony Hayes **Deputy Director-General,** **Disability Services and Seniors and Northern** **Regions** **B.Bus. (Accountancy), Grad. Dip. Exec.** **Mgmt., M. Admin., CGEIT, AFCHSE, CHE,** **FACS, FCPA, FIIA**

Tony has extensive experience across the Queensland public sector in many line departments and central agencies.

He has specialist experience and skills in strategic management and planning, organisational review and business process improvement, information and business strategy development, change management and project management.

Tony is also an adjunct professor and Chair of the Business Information Systems Advisory Council to the University of Queensland's School of Business, Economics and Law. He is a current board member and past International President of ISACA, a global professional association for IT and business professionals based in Chicago, USA.

Merrilyn Strohfeltd **Deputy Director-General,** **Child, Family and Community Services and** **Southern Regions** **Executive Masters in Public Administration,** **Bachelor of Speech Therapy**

Merrilyn commenced in the role of Deputy Director-General, Child, Family and Community Services and Southern Regions in April 2017.

She has extensive experience in the delivery of disability services, health and rehabilitation services across Australian and state government jurisdictions, the not-for-profit sector, and private industry.

She joined the department in 2008 as Executive Director, Disability Programs and Reform.

For the past four years, Merrilyn has worked in service delivery leadership roles.



Leigh Roach
Deputy Director-General,
Strategy, Engagement and Innovation
BA (Economics), Grad Diploma Securities
Institute of Australia

Leigh was appointed Deputy Director-General, Strategy, Engagement and Innovation in the Department of Communities, Child Safety and Disability Services in July 2015.

She 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.

Majella Ryan
Regional Executive Director,
Brisbane Region
BSocWk, Executive Masters of Public
Administration

Majella was appointed Regional Executive Director in October 2016. She has more than 30 years' experience in the human services sector, the majority at the senior executive level, including leadership roles in disability and community care, regional service delivery, contracting services and child protection.

Sandra Moore
Regional Executive Director,
North Queensland Region
B.Sc, Postgraduate Diploma of Management,
Master of Business Administration

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

Sandra's earlier career was in management roles in engineering companies, including The Shell Company of Australia. Sandra is a graduate of the Australian Institute of Company Directors and an associate fellow of the Australian Institute of Management.

Michael Shearer
Regional Executive Director,
Central Queensland Region
BHumanMovSt

Michael has over 29 years' experience in the human services sector having worked within several Queensland Government departments.

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

Michael is an ANZSOG fellow and a member of the Executive Leadership Network Central Region. He participates in the Gladstone Region Community Development Committee and is Chair of liveWELLCQ, a primary health and community services partnership.

Arna Brosnan
Regional Executive Director,
Far North Queensland Region
B.A. (Social Work), LLB

Arna was appointed to the position of Regional Executive Director, Far North Queensland Region in November 2016. Before this, Arna was Regional Director, Child and Family Services, Far North Queensland since 2009. She has worked in the child protection area since 1982 when she commenced as a Child Care Officer for the Department of Children Services.

Arna has worked in the Far North Queensland Region in a number of roles including: Social Worker in the Cairns Base Hospital; Resource Officer, Child Protection and Youth Justice; Manager of Cairns Area Office; Senior Practitioner, Child Protection, Remote and North West Region; and Assistant Regional Director, Department of Communities between 2005 and 2009.

Arna was awarded an Australia Day certificate in 2005 for services to child protection.



Julieann Cork
Regional Executive Director,
North Coast Region
B.A. (Social Work)

Julieann was appointed to the role of Regional Executive Director, North Coast 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.

Matthew Lupi
Regional Executive Director,
South West Region
B.Sc. (Psych), Grad Dip Soc Sci, Grad Cert Mgmt, GAICD

Matthew commenced as Regional Executive Director, South West Region in October 2016. Prior to this, Matthew was Executive Director, Child, Family and Community Services Commissioning within the department.

Matthew has held numerous senior executive roles in government across policy, program and service delivery. He has led service delivery in a number of locations, including Sunshine Coast and Brisbane North, North Queensland and South West Queensland.

Amanda Currie
Regional Executive Director,
South East Region
B.Soc Sc (Human Services)

Amanda was appointed Regional Executive Director, South East Region in 2012.

Amanda joined the then Department of Families, Youth and Community Care in 1995 as a Family

Services Officer at the Inala and Goodna Offices. In 2009, she was appointed Regional Director, Child Safety, Youth and Families in the Brisbane Region.

She gained a wide range of policy development and implementation experience in areas as diverse as youth justice, child protection and violence prevention.

Arthur O'Brien
Chief Finance Officer
FCPA FIPA, M Bus (Professional Accounting), B Bus (HRM)


Arthur was appointed Chief Finance Officer in February 2012 and has more than 30 years' experience in the Queensland Government, including 16 years' experience in senior management roles. Arthur has held a variety of 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.

He provides financial, grants, procurement and governance expertise to the department. In 2008, Arthur was awarded the Distinguished Service Medal for his commitment and contribution to the Queensland Ambulance Service and the Queensland community.

Neil Smith
Chief Human Resource Officer
M. Hlth Sc. Grad Dip (OHS)

Neil was appointed the Chief Human Resource Officer of Human Resources and Ethical Standards, Department of Communities, Child Safety and Disability Services in August 2009. He first joined the former Department of Communities in 2004 and went on to hold senior officer and executive roles.

Neil has extensive experience as a human resources professional having worked in central and line agencies in the Queensland Public Service as well as in private sector heavy engineering and construction. Neil has a passion for leading major organisational reform and change.



Darrin Bond
Chief Information Officer
B.Sc (IT/Mathematics)

Darrin was appointed Chief Information Officer of the department in 2012.

Darrin has more than 28 years' experience working in government and executive management roles. In 1997, Darrin was appointed as Chief Information Officer, Department of Treasury.

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

Additional information and open data

Additional information for a number of departmental initiatives and measures is reported on the department's website www.communities.qld.gov.au and the Queensland Government Open Data website www.qld.gov.au/data.

Under the Open Data initiative, the department provides the public with access to key government information and generates market opportunities. During 2016–17, the department published two new datasets taking the total to 60 datasets, and added or updated 63 resources taking the total to 623 resources.

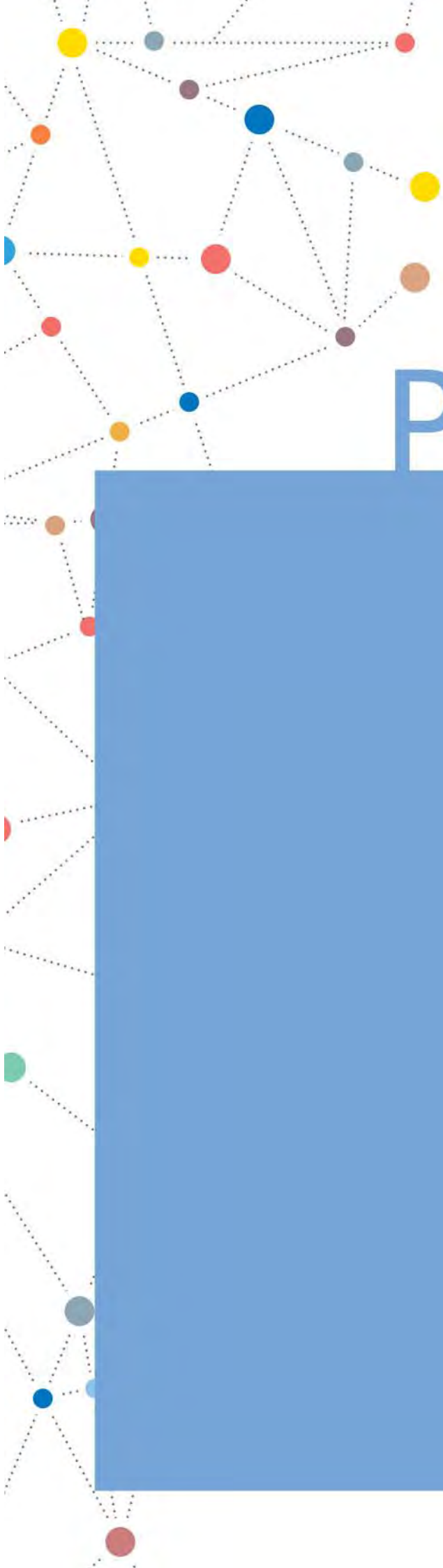
The department publishes and regularly updates data on the open data website, including information about:

- child safety and family services
- disability and community care services
- funding for people with disability
- adoption services
- non-government grants and funding
- services for seniors, youth, and women
- community recovery.

The department has an open data governance process which involves extensive risk assessment of datasets prior to publication, to ensure identifiable data is not published.

Service procurement and grant funding provided to organisations in 2016–17 is reported through the Queensland Government Open Data website: www.qld.gov.au/data and the Queensland Government Investment Portal: <https://www.qld.gov.au/about/how-government-works/state-budget-economy/investment>

Additional reporting information (including consultancies, overseas travel, Queensland Language Services Policy) for 2016–17 can be found at: <https://data.qld.gov.au/organization/communities-child-safety-and-disability-services>



Part 2

Our finances

Our finances

Summary

Section 77 (2)(b) of the *Financial Accountability Act 2009* requires the Chief Finance Officer of the Department of Communities, Child Safety and Disability Services to provide the accountable officer with a statement on whether the department's internal financial controls are operating efficiently, effectively and economically.

The 2016–17 Statement of Assurance provided to the Director-General satisfies all requirements of section 42 of the Financial and Performance Management Standard 2009. The statement was also provided to the department's Audit and Risk Committee.

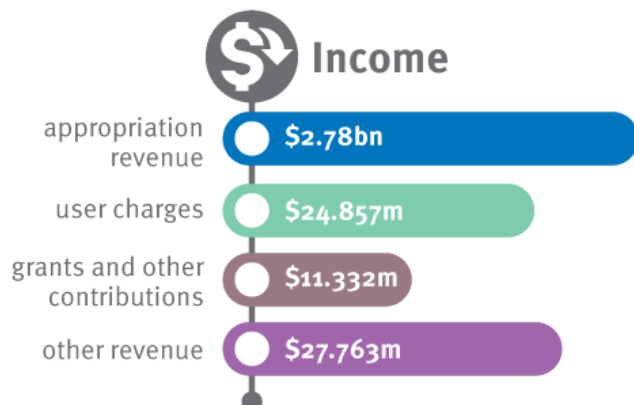
It indicated no deficiencies or breakdowns in internal controls that would impact adversely on the department's financial governance or financial statements for the year.

In 2016–17, internal financial controls were further strengthened through the successful implementation of the SAP ECC5 financial system. This also provides the benefits of an improved and simplified system and reduced financial processing costs.

Income

Our income in 2016–17 was **\$2.847 billion**, with the major sources of income being the Queensland and Australian governments for the provision of services.

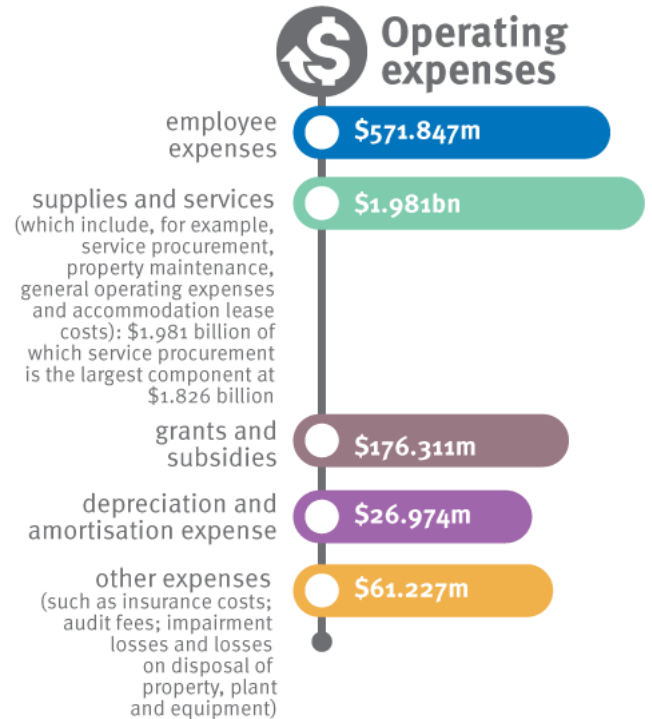
During 2016–17, we received our income from:



Operating 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.

Our total operating expenses for 2016–17 were **\$2.818 billion**, including:



In 2016–17, the department had an operating surplus of \$29.607 million, related largely to the revaluation of assets and cash retained to meet additional costs for aids and equipment in 2017-18.

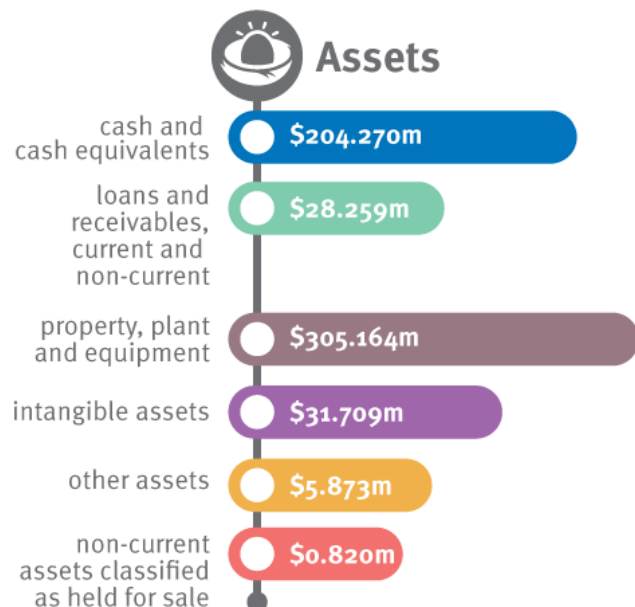
Assets

Our total assets as at 30 June 2017 were **\$576.1 million**. The primary assets held by our department were properties used to:

- support people with disability, including accommodation and respite services
- support the safety of children, including residential care facilities and therapeutic residential care facilities
- strengthen our communities, including multipurpose and neighbourhood community centres and safe havens.

The department's assets also include intangible assets, primarily internally generated software and systems.

The value of our assets by category was:

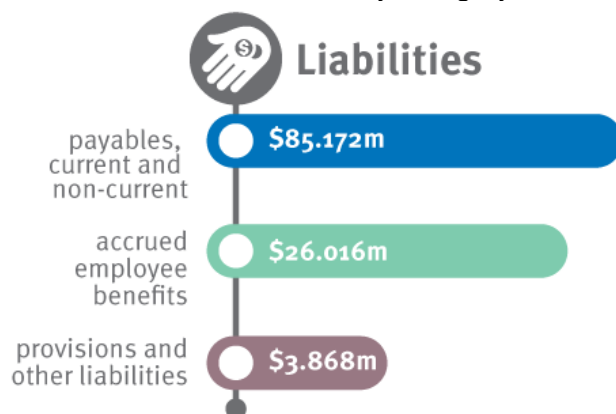


The department's cash at bank balance includes a cash-fund investment established with Queensland Treasury Corporation for the Elderly Parent Carer Innovation Initiative. The balance of the cash-fund investment as at 30 June 2017 was \$3.135 million.

Liabilities

Our liabilities consist primarily of payables for service procurement, trade creditors and provisions for employee entitlements.

Our total liabilities as at 30 June 2017 were **\$115.056 million**. Liabilities by category were:



National Disability Insurance Scheme

2016–17 was the first full year of transition to the NDIS during which:

- Townsville, Hinchinbrook, Burdekin, west to Mount Isa and up to the Gulf transitioned to the NDIS
- Mackay, Isaac and Whitsundays transitioned to the NDIS
- Toowoomba and west to the borders transitioned to the NDIS
- Ipswich, Lockyer, Scenic Rim and Somerset began transition to the NDIS ahead of the 2017–18 schedule.

Payments

In 2016–17, on behalf of the Queensland Government, we administered total payments of **\$465.284 million** including:

- concession payments of \$247.814 million for electricity and reticulated natural gas, rates and water subsidies, electricity life support and home energy emergency assistance
- payments of \$114.892 million for the transition of clients to the NDIS
- payments of \$32.796 million for natural disasters on behalf of the Queensland and Australian governments for grants for emergency assistance, essential household contents, structural assistance, and the Essential Services Safety and Reconnection Scheme.

Income and expenditure on these items is accounted for separately from our operating accounts. Variances between budget and actual results are explained in Financial Statements.

We manage financial risks and liabilities by reviewing our financial performance through our corporate governance framework. To help us manage risks, the department's Audit and Risk Committee oversees audit activities, audit recommendations, financial reporting, internal controls and compliance. For more information on our financial performance, please see our financial statements (page 79).



Part

3

Our people



Organisational capability and agility

Workforce profile

Our 5918 full-time equivalent (FTE) staff were distributed across three service areas: Child and Family Services; Disability Services; and Community Services.

In 2016–17, we continued our strong focus on client service, with 89 per cent of all staff employed in providing direct services to the public or providing support to those who do.

Of our total staff, 4826.08 were permanent (81.6 per cent), 890.83 were temporary (15.1 per cent), 162.18 were casual (2.7 per cent) and 39 were contract staff (0.7 per cent).

Workforce capability strategy

Learning and development across the department is guided by the *2015–19 Workforce Capability Plan*. It outlines key principles that underpin our approach to staff development. This includes shared accountability for building capability and the importance of relationships between staff members and their supervisors to work together to identify development needs and opportunities.

The Workforce Capability Plan outlines key staff development programs to:

- build effective and responsive leadership at all levels
- establish a positive and supportive high performance workplace culture
- grow new and strengthened capabilities.

It will be reviewed and revised in 2017–18.

Employee relations

During 2016–17, the department worked to implement the provisions of the *State Government Entities Certified Agreement 2015*, which was certified on 1 June 2016.

We also worked to implement legislative change resulting from the new *Industrial Relations Act 2016*, which commenced in early 2017 with complementary amendments to the *Public Service Act 2008* and the *Holidays Act 1983*.

Our Agency Consultative Framework continues to enable management and union representatives to meet regularly to discuss a broad range of issues impacting the workforce. Consultative forums regularly convene at department, regional and local levels.

Employee surveys

Like all Queensland Government agencies, the department participates in the annual *Working for Queensland* Employee Opinion Survey to obtain a measure of organisational culture, and identify ways to improve business processes and workplace engagement.

The department's staff response rate for the 2016 survey was 68 per cent, the department's highest survey response rate to date.

The results of the 2016 survey were slightly down on 2015 results. DCCSDS compared well with the Queensland public sector, being at or above average on 15 of 17 factors.

Key observations from the 2016 survey results include:

- our high results for agency engagement (58 per cent) and innovation (63 per cent) remained steady following significant increases in 2015
- we continued to perform well across the organisation in job empowerment (73 per cent) and 'my workgroup' (79 per cent)
- we obtained new baseline data for cultural capability and awareness of domestic and family violence issues.

Learning and development

Well-prepared staff are the foundation for providing effective service delivery, and we have continued to invest strongly in capability development for staff.

Whilst some training programs are tailored for specific frontline service delivery roles, all staff are encouraged to seek and participate in developmental opportunities. These may be formal, work based or independently undertaken. Staff are encouraged to use the department's supervision and performance planning processes to identify their developmental needs and strategies for addressing them.



Staff participation in formal training and development programs is recorded in our iLearn learning management system, summarised below: Topic	Participations
Child safety	9626
Community recovery	1110
Corporate programs	1720
Disability services	14,003
Finance and strategic procurement	2671
Leadership and management development	5778
Information, records management and privacy	5657
Regionally coordinated training	1609
Total	42,174

- the department and its structure
- terms of employment
- job requirements.

New staff members, and staff returning after a year or more of absence, are enrolled in a range of training programs, including:

- an online induction program
- *Starting the Journey* – our revised cultural capability development program
- ethical decision-making and code of conduct
- introduction to records management
- information privacy
- information security awareness
- *Recognise, Respond, Refer: Domestic violence and the workplace* online learning program.

In 2017-18, the department will revise our induction program and seek to provide an even better on-boarding experience for new staff.

Workforce inclusion and diversity

The department is committed to embedding inclusion, diversity and equity into every facet of work to build an agile, innovative and constructive workforce.

We are working towards creating and sustaining inclusive workplaces that value, respect and draw on the diverse backgrounds, experiences, knowledge and skills of our people.

Our cultural capability and inclusion and diversity initiatives were underpinned by a number of strategies, including:

- *Respectfully Journey Together* Aboriginal and Torres Strait Islander Cultural Capability Action Plan.
- Aboriginal and Torres Strait Islander Workforce Strategy 2016–18
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer+ (LGBTIQ+) Strategy and Action Plan
- Disability Service Plan 2017–20
- Strategic Workforce Plan 2016–20

Staff performance development

The department’s Achievement and Capability Planning process has continued to be critical in establishing measures for staff performance and identifying development needs.

Staff negotiate an Achievement and Capability Plan with their supervisor. Discussions between staff and supervisors consider an individual’s current role, as well as their future career ambitions, and opportunities for development.

The department’s approach to staff performance development will be reviewed and revised in 2017-18.

Induction

In addition to the role-specific induction provided to key frontline staff, including Child Safety Officers and Residential Care Officers, we aim to provide all new staff with a consistent and comprehensive corporate induction. This includes information on:

- the system of government

In 2016–17, we:

- continued to implement the Aboriginal and Torres Strait Islander Workforce Strategy 2016–18 to drive better employment, capability and career development outcomes for Aboriginal and Torres Strait Islander employees
- designed and commenced implementation of an Indigenous Career Development program
- developed the LGBTIQ+ Strategy and Action Plan
- continued to promote and encourage flexible work arrangements
- established distributed work centres in Ipswich and Maroochydore to enable Brisbane staff with an office-based position to work in alternative office locations
- continued to participate in the Queensland Inclusion Champions of Change network
- exceeded the Queensland Public Sector benchmarks in all four diversity target groups.

Table 1: Percentage of staff by equal opportunity group as at 30 June 2017

Equal opportunity group	Our department	Queensland public sector average
People with disability	3.7%	2.8%
People from a non-English speaking background	12.0%	9.3%
Aboriginal and Torres Strait Islander	4.3%	2.0%
Women	77.8%	69.0%

Raising cross-cultural awareness

Our *Respectfully Journey Together* Cultural Capability Action Plan gives clear direction on embedding Aboriginal and Torres Strait Islander cultures into every aspect of the department’s activities. This goes beyond a simple awareness of culture. It is part of our core business and is critical to our ongoing success.

Our approach includes a range of training opportunities for staff to grow a deep understanding of Aboriginal and Torres Strait Islander culture and the cultures of other

communities, so they can interact with clients respectfully and competently. In 2016–17:

- 2992 staff completed the foundational *Starting the Journey* eLearning Aboriginal and Torres Strait Islander Cultural Capability program
- 15 staff undertook intensive training in Aboriginal and Torres Strait Islander Cultural Capability, now titled *Continuing the Journey*
- 231 Child Safety Officers completed role-specific foundation studies in Aboriginal and Torres Strait Islander Cultural Capability
- 156 staff received training in Multicultural Capability in Service Delivery.

Participation of women in our workforce

As at 30 June 2017, women comprised 77.8 per cent of the total workforce in the department. Women also held 64.5 per cent of our leadership positions (senior officer level and above).

Workplace health and safety

We are committed to providing and maintaining a safe, healthy and supportive work environment at all times.

In 2016–17, we undertook the following activities to ensure a safe workplace for our employees:

- continued active management of workers’ compensation claims through early intervention and return to work to provide employees with the best possible outcomes
- strengthened focus on workplace health and safety through release of the Be Healthy, Be Safe, Be Well – Health, Safety and Wellbeing Leadership Commitment Statement
- monitoring workers’ compensation performance through the Workforce and Capability Steering Committee
- on-site Employee Assistance Services for Disability Services staff impacted by implementation of the NDIS, to assist them in dealing with changes.



Code of conduct and public sector ethics

The department is committed to protecting vulnerable Queenslanders from corrupt conduct and misconduct. We promote a culture that reflects the department's Integrity Framework for practice.

Departmental employees are obliged to adhere to the values in the *Public Sector Ethics Act 1994*, outlined in the Queensland Public Service Code of Conduct. The ethics principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans. These also appear in each employee's achievement and capability plan.

The department regularly provided ethical decision-making education to all employees, and ensured all new employees undertook ethics-related training as part of the mandatory induction process.

During 2016–17, 1654 departmental employees completed ethical decision-making and Code of Conduct training.

Management of suspected corrupt conduct and misconduct

When conduct matters involving a departmental employee are reported to Ethical Standards, the matter is assessed with consideration given to the definition of corrupt conduct outlined within section 15 of the *Crime and Corruption Act 2001*. At the same time, the complaint is considered by the Ethical Standards unit in line with the *Public Interest Disclosure Act 2010*.

Ethical Standards notifies the Crime and Corruption Commission if the matter reasonably raises a suspicion of corrupt conduct. This is consistent with the requirements of the *Crime and Corruption Act 2001*. The Crime and Corruption Commission assesses issues of concern and, in some instances, refers matters back to the department for appropriate management. Ethical Standards investigates all corrupt conduct matters.

Matters that did not reach the corrupt conduct threshold are managed within the Public Service

Commission's Conduct and Performance Excellence framework. They are either investigated by Ethical Standards or sent to the appropriate region for management action.

During 2016–17, the department managed 75 corrupt conduct matters and 92 misconduct matters.

Culture and leadership

As we embed service delivery reforms into our practice, effective leadership is critical to ensuring we have a positive and supportive workplace culture focused on high performance, innovation and continuous improvement.

In 2016–17, we continued to invest in the development of our current and future leaders through a range of leadership and professional development programs aligned to the department's REACH leadership framework. The REACH framework is founded on five key elements of leadership competency: relationships, ethics, acumen, core practice, and health.

During the year, 434 staff participated across the suite of REACH programs, including fundamental, advanced and team workshops and self-paced online learning modules. Many more engaged with REACH processes through activities led by regional leadership teams.

The department continued to deliver *Supervision for Tomorrow in every Position and Stream* (STEPS). STEPs is our developmental program for aspiring leaders, which provides foundational learning for those commencing their leadership journey. 149 staff participated in STEPs during 2016–17.

We have also built on our commitment to growing a coaching and mentoring culture, with two further rounds of our Mentor Connect program. This aims to build leadership capability and strengthen networks between leaders by linking experienced senior leaders with aspirants from across the organisation. 97 staff participated in Mentor Connect during 2016–17.

The department also supported 37 staff to participate in the range of Public Service Commission leadership programs, including *People Matters*.

White Ribbon Workplace Accreditation

In March 2017, White Ribbon Australia accredited the department as part of their Workplace Accreditation Program. This acknowledges the significant effort made by staff across all regions and central work units to create safe and respectful workplaces. We have collectively strengthened our workplace cultures to reflect zero tolerance to domestic and family violence.

As one of the first three Queensland Government agencies to gain accreditation by White Ribbon Australia, the department is now officially recognised as a national leader in contributing to cultural change to prevent and respond to violence against women.

Voluntary redundancy and voluntary medical retirement

Due to NDIS transition in 2016-17, 40 employees requested and received redundancy packages at a cost of \$2,511,755.

The majority of employees who were affected by the NDIS transition were placed in alternative roles in the department or another agency in the state government. Some employees chose voluntary redundancy as their preferred pathway. No voluntary redundancy is offered to an employee without the employee requesting the offer because government policy states all permanent employees have employment security.

Employees who did decline a formal offer of voluntary redundancy following their request were provided intensive case management support to secure alternative employment in the Queensland Public Service.

Further voluntary redundancies at employee request will be available in 2017-18 as the department continues transition to full NDIS implementation.

No staff members were retrenched in 2016–17.

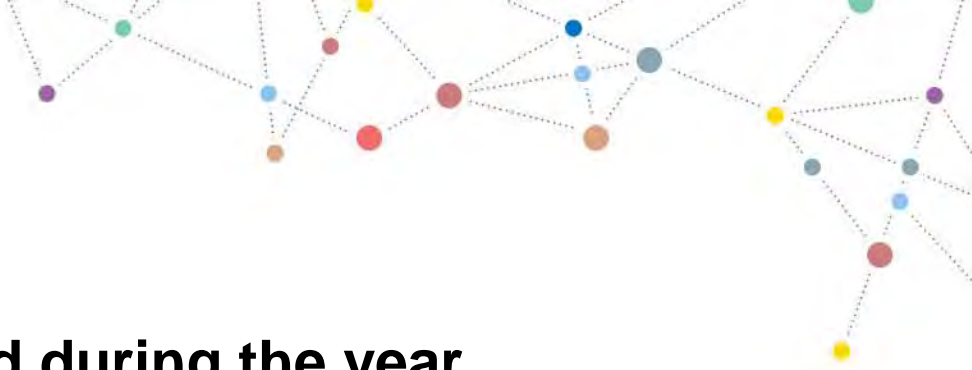
The Voluntary Medical Retirement scheme is a compassionate employee initiated option for staff with significant health issues. In 2016–17, the department approved 21 voluntary medical retirements at a total cost of \$903,418.

Workforce attraction, recruitment and retention

The annual separation rate for 2016–17 for permanent staff was 10.1 per cent while the annual retention rate for 2016–17 for permanent staff was 90.8 per cent.

In 2017-18, we will:

- review and develop a new iteration of the Strategic Workforce Plan 2017–21
- continue to prepare and support our disability services workforce to transition to the NDIS
- continue implementation and increase uptake of flexible work arrangements
- work towards achievement of 2022 foundation diversity targets
- continue to implement the Aboriginal and Torres Strait Islander Workforce Strategy 2016–18
- implement the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer+ (LGBTIQ+) Strategy and Action Plan 2017–18
- continue to implement initiatives in the Child and Family Operational Workforce Plan 2016–19
- refresh the Child and Family Operational Workforce Plan 2016–19
- review and revise the Workforce Capability Plan 2015–19
- implement a new program to strengthen frontline child safety leadership and management capability
- expand the range of cultural capability training opportunities across the department
- revise our approach to staff performance development and management.



How we performed during the year

The department's strategic direction in 2016–17 was guided by our Strategy 2016–20.

The strategy is framed around five key deliverable areas:

Part 4: Child and family services and reforms

Part 5: Disability services and reforms

Part 6: Social services and reforms

Part 7: Community inclusion, participation and resilience strategies

Part 8: Organisational improvements



Part 4

Child and family
services and reforms

Child and family services and reforms

Our commitments

For 2016–17, we committed to:

- facilitating and implementing *Supporting Families Changing Futures* reforms and initiatives, in collaboration with other agencies, in response to the ten year roadmap from the 2013 Queensland Child Protection Commission of Inquiry report *Taking Responsibility: A roadmap for Queensland child protection*
- commissioning additional child and family, parenting, and domestic and family violence services
- facilitating and implementing the Domestic and Family Violence Strategy and a Violence Against Women Prevention Plan
- responding to relevant matters and recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse
- continuing to implement the new strengths-based, safety-oriented child protection practice framework
- delivering high-quality statutory child protection services
- developing strategies to improve life outcomes for Aboriginal and Torres Strait Islander children and families experiencing vulnerability
- funding and supporting out-of-home care and transition services delivered by carers and non-government organisations
- developing strategies to support high-risk adolescents
- coordinating whole-of-government implementation of actions under the Second and Third Action Plans of the *National Plan to Reduce Violence against Women and their Children 2010–2022*.

2016–17 achievements

To support children and families earlier we:

- achieved state-wide coverage of Family and Child Connect services (17 services), which helped over 37,000 families receive support

- achieved statewide coverage of Intensive Family Support services (33 services), providing intensive support to over 7000 Queensland families
- created a total of 247 positions in non-government organisations to support Queensland families
- invested in the Triple P program to support Queensland parents build their parenting skills and learn new strategies for managing their children's behaviour
- mapped existing services across government to support high-risk adolescents
- rolled out collaborative case management in Intensive Family Support services to better respond to families with multiple or complex needs.

To support children and young people at risk and in care we:

- employed 129 additional Child and Family Services staff to address growing demand and complexity
- partnered with Peakcare to train residential care workers in Hope and Healing, a trauma-based therapeutic framework, to improve the quality of care provided to children and young people in residential care
- provided more than 9750 hours of training to Child Safety and family support staff from non-government organisations to further embed the *Strengthening Families Protecting Children Framework for Practice*
- continued to work alongside the US-based Children's Research Center to deliver training to Family Group Meeting Convenors and Recognised Entity partners to enhance collaborative family decision-making
- provided extra training on domestic and family violence and on methamphetamines
- invested in a new Collaborative Family Decision Making model to improve our engagement with children and their families during case planning and decision-making
- funded the Next Step After Care program to ensure young people between 15 and 21 years of age to assist with their transition to adulthood (approximately 500 young people access this program annually)
- developed an outcomes framework for out-of-home care across five domains

- commenced commissioning Assessment and Service Connect, a new state wide joint response involving NGOs and Child Safety staff
- committed funding over five years to the Smith Family for *Care2Achieve: Scholarship for Young Women Leaving Care* program
- delivered 118 face-to-face information sessions to over 3500 people across the state in partnership with the Department of Education and Training and the National Association for Prevention of Child Abuse and Neglect, to prepare the early childhood education and care sector for their mandatory reporting obligations.

Care2Achieve: Scholarship for Young Women Leaving Care

The Queensland Government is committed to supporting young people who are transitioning from care to independence to ensure they have every opportunity to achieve their full potential.

The department will continue its five-year investment in the *Care2Achieve: Scholarship for Young Women Leaving Care* program. It aims to reduce financial barriers impacting upon young women accessing higher education and increase their prospects for economic independence and social networks.

Up to 100 young women who are transitioning from care, or have left care to live as independent adults, will be awarded a scholarship to undertake higher education studies.

The first intake for 2017 resulted in 47 students in the *Care2Achieve* scholarship scheme, with 38 actively studying and 9 who have deferred until a later date.

The second intake of young women will receive scholarships to further their studies in their field of choice commencing from January 2018.

These young women will also receive mentoring, coaching and support to establish connections and networks with future potential employers. Scholarships for each student will continue for up to four years or until the completion of the chosen educational program.

The scholarship scheme is being evaluated by The Smith Family. The evaluation team has interviewed key stakeholders, obtaining vital feedback that will inform the recruitment processes and practices for the 2018 intake of students.

To support carers we:

- accelerated the transfer of foster and kinship carers to the non-government sector to ensure they have the support they need
- launched a series of 'Partners in Care' workshops with Foster Care Queensland, to listen to carers and identify actions to make the system better
- commenced the Kindy Gap Cost initiative that allows carers to access at least an additional \$25 per week to support attendance of children in care at approved kindergarten programs
- made it easier for carers of children under guardianship orders to take children in their care to the doctor for immunisation or diagnostic blood tests
- assisted the Queensland Family and Child Commission with the Blue Card and Foster Care System reviews.

Implementation of the *Child Protection Reform Amendment Act 2016* and review of the *Child Protection Act 1999*

The Queensland Government is building a new child protection and family support system to meet the needs of Queensland children, young people and families, now and into the future.

The Office of the Child and Family Official Solicitor was established on 1 July 2016, following legislative reforms in the *Child Protection Reform Amendment Act 2016* that significantly changed the way applications for a child protection order are prepared and made to the Childrens Court. The new office provides child safety service centres with legal advice and support with child protection matters that are, or likely to be, in court.

The department undertook a comprehensive review of the *Child Protection Act 1999* (the Act) as part of the *Supporting Families Changing Futures* reform program. The review continues the Queensland Government's legislative reforms to implement the recommendations of the Queensland Child Protection Commission of Inquiry report. Between October 2016 and March 2017 the department undertook consultation with community members and non-government partners, including face-to-face discussions, workshops and written submissions to two public discussion papers.

The review found that while Queensland's child protection legislation is generally operating well, there are opportunities for broad legislative reform, including priority amendments that could be made. Priority reforms arising from the review are being progressed.

To improve the service performance of child safety we:

- implemented quality improvements in Child Safety Service Centres
- implemented actions arising from child death and injury reviews, and operational reviews
- changed the rules for funding early-intervention support providers to ensure families can remain engaged with their current support service
- planned for a fourth Child Safety Service Centre in the Moreton Bay area
- planned for the recruitment of additional Child Safety Officer positions to work with Hospital and Health Services
- planned for the engagement of 20 nurses to work within each of the 20 Family and Child Connect service catchments
- established the Child Safety Quality Improvement Program.

To reduce and respond to domestic and family violence we:

- continued to implement the Government response to the *Not Now, Not Ever* report
- launched the *Queensland Violence against Women Prevention Plan 2016–22*, to better prevent and respond to all forms of violence against women
- finished the review of the *Domestic and Family Violence Protection Act 2012*
- trialed new approaches to working with perpetrators of domestic and family violence, including clients of Child Safety
- developed and began testing a Domestic and Family Violence Common Risk and Safety Framework
- undertook planning and co-design activities for new women's shelters in Charters Towers, Roma and Coen
- engaged Regional Child and Family Committees to facilitate domestic and family violence reforms along with child safety and family support initiatives.

Integrated service response trial

The *Not Now, Not Ever* report delivered by Dame Quentin Bryce's Special Taskforce on Domestic and Family Violence recommended three integrated service response trials across Queensland – one in an urban area, one in a discrete Indigenous community, and one in a regional centre. This approach is part of a long-term focus on providing the best possible support for Queenslanders impacted by domestic and family violence. Integrating service responses is a key action of the government's

Domestic and Family Violence Prevention Strategy 2016–2026 and its Second Action Plan 2016–19.

The 2016–17 State Budget committed \$24.2 million over four years to:

- expand the existing Logan-Beenleigh Integrated Response Trial and High Risk Team
- establish two more integrated response trial locations in Cherbourg and Mount Isa/Gulf including High Risk Teams
- roll out High Risk Teams in five more locations across the state (High Risk Teams are central to the integrated service response, targeting victims and their children assessed to be at high risk of serious harm or death).

The Integrated Service Response trials and High Risk Teams have been established in Logan-Beenleigh, Cherbourg, and Mount Isa/Gulf, and are progressing well.

In 2016–17, we developed a Domestic and Family Violence Common Risk and Safety Framework for Queensland and this will be tested as part of the Integrated Response Trials.

In 2017–18, we will continue to invest, including to:

- establish new High Risk Teams in Cairns and surrounds, Brisbane and Ipswich
- continue High Risk Teams already established in Logan-Beenleigh, Cherbourg and Mount Isa/Gulf.

Commencement of new laws following review of the *Domestic and Family Violence Protection Act 2012*

The *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* (the Amendment Act) supports the ongoing implementation of the Queensland Government's response to the recommendations of the Special Taskforce on Domestic and Family Violence in Queensland.

From 2015, the Department of Communities, Child Safety and Disability Services undertook a review of the *Domestic and Family Violence Protection Act 2012* (the Act). The review found that while the Act provides a robust, contemporary legislative framework, there were opportunities to: improve protection for victims and their families by giving them access to earlier, more tailored protection; improve court processes and the justice response to domestic and family violence by setting clear expectations that victim safety should remain at the forefront of all decision-making; and hold perpetrators more accountable and encourage behaviour change.

The Amendment Act implements the outcomes of the review of the Act, and enables Queensland to participate in the National Domestic Violence Order Scheme, which will provide for the automatic mutual recognition of domestic violence orders made across Australia.

The majority of provisions of the Amendment Act came into effect on 30 May 2017. Jurisdictions across Australia are working towards a national commencement date for the National Domestic Violence Order Scheme in late 2017

To implement the actions of the *National Plan to Reduce Violence against Women and their Children 2010–2022* we:

- co-hosted the COAG National Summit on Reducing Violence against Women and their Children in October 2016
- contributed to the development of National Outcome Standards for Perpetrator Interventions
- commissioned research to explore 'safe at home' security solutions for Aboriginal and Torres Strait Islander women
- hosted the ANROWS Symposium — Child protection and domestic violence: Meeting the challenges of collaboration, examining the intersection of child protection and domestic and family violence
- contributed to research projects on primary prevention and domestic and family violence in child protection.

To support Aboriginal and Torres Strait Islander families and children we:

- finalised and released *Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019*
- commenced the state wide roll-out of 20 Aboriginal and Torres Strait Islander Family Wellbeing Services, with 14 services established in 2016–17 to assist families access support and build their capacity to protect and care for children
- provided funding to the University of the Sunshine Coast for the Pepi-Pod program to deliver safe baby sleeping information and education to up to 600 young parents in Aboriginal and Torres Strait Islander communities
- established the Empowering Families Innovation Fund which funds: First 1000 Days initiative to give Aboriginal and Torres Strait Islander children the best start in life; Early Childhood Development Coordinators in eight Family Wellbeing Services; and community grants for ideas that improve the lives of Aboriginal and Torres Strait Islander children and their families
- trialled new Aboriginal and Torres Strait Islander family-led decision-making and shared practice models in Ipswich, Mount Isa, Cairns and Torres Strait Islands

- undertook extensive consultations across Queensland on the redesign of the Recognised Entity program.

Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019

We committed to developing an action plan that will drive a fundamental shift in how child protection, family support and other services work with, and for, Aboriginal and Torres Strait Islander peoples experiencing vulnerability. Our focus was addressing the disproportionate representation of Aboriginal and Torres Strait Islander children and families in the child protection system; reducing child and youth sexual abuse; and closing the gap in life outcomes.

In May 2017, the Queensland Government and Family Matters released *Our Way – A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* (strategy) and *Changing Tracks – An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019* (action plan).

The strategy outlines a 20-year partnership approach to work differently together to improve life opportunities for Aboriginal and Torres Strait Islander children and families experiencing vulnerability. Self-determination is a key principle underpinning the strategy.

The action plan contains 35 actions to be implemented between 2017 and 2019. The action plan will establish new programs and services and recognise the range of positive activities already under way across government and the community through *Supporting Families Changing Futures*.

The 2017–19 action plan is the first of seven action plans to be implemented. In 2020, the second action plan of *Changing Tracks* is to be released, delivering on actions between 2020 and 2022.

To provide improved legal advice and support to departmental officers about court matters we:

- established an in-house legal service the Office of the Child and Family Official Solicitor
- prepared and transferred approximately 1400 individual files to the newly established Director of Child Protection Litigation
- developed resources and provided training and information sessions to Child Safety staff and other stakeholders
- enhanced the IT system that supports transfer of court documents.



In 2017–18 we will:

- continue implementing *Supporting Families Changing Futures* child protection and family support reforms in collaboration with other agencies
- commission additional child and family, and domestic and family violence services
- facilitate and implement the *Domestic and Family Violence Strategy 2016–2026* and *The Queensland Violence against Women Prevention Plan 2016–22*
- coordinate implementation of actions under the Third Action Plan of the *National Plan to Reduce Violence Against Women and their Children 2010–2022*
- respond to relevant matters and recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse and other review bodies
- continue to embed the strengths-based, safety-oriented child protection practice framework
- deliver high-quality statutory child protection services
- progress the *Our Way* Strategy and *Changing Tracks* Action Plan to reduce the disproportionate representation in child protection and improve life outcomes for Aboriginal and Torres Strait Islander children and families
- fund and support out-of-home care and transition services delivered by carers and non-government organisations
- facilitate implementation of effective therapeutic supports for children and young people in out-of-home care
- fund 20 new nurses located in Family and Child Connect catchments
- employ an additional 236 staff in Child and Family services, including 12 Child Safety Officers to work with Hospital and Health Services to improve collaboration and coordination between the health sector and child protection sector
- trial professional foster carers to keep up to 30 children and young people with high-support needs in a stable home environment.



Part 5

Disability services
and reforms

Disability services and reforms

Our commitments

For 2016–17, we committed to:

- leading and facilitating whole-of-government NDIS transition planning and implementation
- delivering the agency's Disability Services reform and readiness initiatives
- continuing to deliver direct high-quality disability services in the lead-up to the NDIS
- continuing to fund and support disability and community care services delivered by non-government organisations in the lead-up to the NDIS
- leading and facilitating the *National Disability Strategy 2010–2020* in Queensland
- operating Accommodation Support and Respite Services.

2016–17 achievements

To prepare for the transition to the NDIS we:

- contributed to participant, provider and workforce readiness, including by funding the Queensland NDIS Readiness Initiatives
- secured funding for further participant readiness strategies to particularly vulnerable groups under the Commonwealth Sector Development Fund
- procured three suppliers to deliver NDIS readiness activities for new and existing providers in hard to reach and challenging markets
- provided data to the NDIA to assist the transition of existing state clients in the Townsville, Mackay and Toowoomba locations during 2016–17; and for existing state clients in the Ipswich, Bundaberg and Rockhampton locations in preparation for transition in 2017–18.
- supported 95 people with disability over 65 years to continue to receive their specialist disability supports following transition to the NDIS through the Commonwealth Department of Health Continuity of Support Program for Older People with Disability, in North Queensland and Toowoomba

- engaged extensively with key stakeholders through the Queensland NDIS Transition Advisory Group, and the Queensland Disability Advisory Council and Regional Disability Advisory Councils; the engagement assisted the department to identify opportunities to improve the transition experience for persons with disability, their families and carers
- engaged extensively with and supported department staff on the transition to NDIS.

Starting the transition to the NDIS

The department continued to lead whole-of-government planning to roll out the NDIS, as Queensland completed the first year of client transition.

North Queensland and South West areas transitioned or commenced transition during 2016–17. By the end of Year One, there were 12,334 Queenslanders who had entered the NDIS or engaged with the scheme. This included:

- 7249 Queenslanders in the NDIS with approved plans
- a further 1342 people who were in the planning pipeline
- 3382 people who had an access decision in progress.

Of those Queenslanders with approved plans, we supported 5390 people who were previously state clients to transition to the NDIS.

The Queensland Government negotiated with the Australian Government to bring forward the start date in three areas – Ipswich, Rockhampton and Bundaberg – in order to bring 1150 existing state clients into the NDIS earlier than planned.

We secured \$5.8 million from the Commonwealth Government Sector Development Fund to keep building Queensland's readiness. This included \$2.8 million to support the ongoing implementation of the NGO Workforce Strategy to drive the expansion and diversification of the workforce in Queensland. The NDIS is expected to create between 15,900 and 19,400 additional jobs.

The Queensland Government also worked with the National Disability Insurance Agency, the Australian Government, and other states and territories to finalise the national Rural and Remote Strategy and the Aboriginal and Torres Strait Islander Engagement Strategy. Both strategies were released in March 2017.

To transition to, and implement, the NDIS we:

- provided \$95.042 million as the Queensland Government contribution to the NDIS in 2016–17
- commenced the NDIS transition:
 - in Townsville, Hinchinbrook, Burdekin, west to Mount Isa, and up to the Gulf (from 1 July 2016)
 - in Mackay, Isaac and Whitsundays (from 1 November 2016)
 - in Toowoomba and west to the borders (from 1 January 2017)
 - for existing service users in Ipswich, Lockyer, Scenic Rim and Somerset (from 26 May 2017)
- endorsed the *NDIS Quality and Safeguarding Framework*, commencing in Queensland by 1 July 2019
- led projects to support capacity building in challenging markets, including rural and remote locations, and with Aboriginal and Torres Strait Islander communities
- signed a *National Partnership Agreement on DisabilityCare Australia Fund Payments: Initial Payment*, enabling a payment of \$52.8 million to be paid to the Queensland Government by 31 December 2017
- contributed to the National Disability Insurance Agency's review of the Participant and Provider Pathway to improve the experience of people transitioning to the scheme
- hosted a national workshop with the Australian Government in Brisbane to develop lead indicators and other metrics for the disability services workforce
- supporting WorkAbility Qld to attract, on facilitate workforce planning and engagement for the roll-out of the NDIS.

Careers Expo

The department supported WorkAbility Qld to organise the Townsville Careers in Disability Expo, which was held on 14 October 2016. The Expo attracted almost 700 job seekers, with 40 exhibitors and 84 jobs available on the day. Job seekers had the opportunity to meet with prospective employers and receive practical advice about pathways and training, as well as access to free career advice and seminars.

The Expo was an opportunity to show job seekers the current and future jobs available in and around Townsville and included a range of jobs available in the disability sector, from entry-level positions to professional roles.

To support Queenslanders with disability we:

- funded disability support to more than 300 young people leaving school
- funded support for 71 young people with disability who have left the care of the state
- provided funding for 25 people with disability to move from public health facilities to more appropriate accommodation
- allocated in excess of \$554 million to accommodation support provided by non-government services
- provided funding to assist 17 people with newly acquired spinal cord injury to return home from the Spinal Injuries Unit, Princess Alexandra Hospital
- provided \$14 million in funding to Queensland Health for aids, equipment and vehicle modifications, with extra funding reprioritised due to high demand
- provided funding to organisations to hold events to celebrate Disability Action Week and/or International Day of People with Disability
- delivered therapeutic programs to Forensic Disability Service clients and community-based clients to meet their treatment needs.

To support Queenslanders through the Community Care program we:

- supported approximately 37,900 service users through Queensland Community Care
- conducted extensive statewide consultation with Queensland Community Care service providers and recipient representatives to look at how best to redesign the program to meet the needs of service users ineligible for the NDIS
- funded Carers Queensland and YFS, a not-for profit community services organisation, to advise and assist Queensland Community Care service providers as they support clients into the NDIS over the next 12 months
- transitioned an estimated 2000 service users from the Queensland Community Care Program to the NDIS.

Review of Queensland Community Care Services

The department is undertaking a review of Queensland Community Care services, as part of its commitment to continue to provide basic community care services to people whose needs are not intended to be met by the NDIS and to focus future funding and design of services where they are needed the most.

The review is focusing on improvements identified by data and the views of service users, their families and carers, service providers, and other interested stakeholders.

A working group comprised of stakeholders from 20 Queensland Community Care organisations was formed and will consider and make recommendations to the department on the design of the future program.

The review commenced in 2016 and will be completed in late 2017. Any changes will be gradually implemented, with full implementation of the revised program to commence from July 2019.

To develop plans for the future we:

- reached agreement on the *2010–2020 National Disability Strategy — Second Implementation Plan — Driving Action 2015–2018* with the Australian Government and other jurisdictions
- released a consultation paper *Towards an all abilities Queensland*, giving more than 1000 Queenslanders a say in shaping the new state disability plan between August 2016 and April 2017
- led and assisted the development of Disability Service Plans for 2017–20 in all Queensland Government departments, consistent with the state disability plan and the *Disability Services Act 2006*.

Toward an all abilities Queensland

Between August 2016 and April 2017 extensive statewide public consultation was undertaken to encourage Queenslanders to have their say on how a new disability plan could pave the way for a brighter future for people with disability. More than 1000 Queenslanders shared their views during the consultation.

The feedback has helped direct our future policies across five key areas of personal and community relationships, recreation and tourism, working and learning, key services, and leadership and contribution, as we transition to the National Disability Insurance Scheme.

Representatives from many businesses and industries also came together to discuss opportunities to work together to make Queensland more inclusive and accessible for people with disability.

The feedback received through the consultation process has informed the development of All Abilities Queensland, a shared vision on how we can make Queensland more inclusive and accessible.

In 2017–18 we will:

- lead and facilitate whole-of-government NDIS transition planning and implementation
- continue to deliver the department's reforms and initiatives that support the implementation of the NDIS
- continue to deliver direct high-quality disability services in the lead-up to transition into the NDIS
- continue to fund and support disability and community care services delivered by non-government organisations during the transition into the NDIS
- lead and facilitate the *National Disability Strategy 2010–2020* in Queensland, along with a new state disability plan
- operate Accommodation Support and Respite Services
- continue to plan for the commencement of the *NDIS Quality and Safeguarding Framework*.



Part 6

Social services and reforms

Social services and reforms

Our commitments

For 2016–17, we committed to:

- partnering with stakeholders to implement a community services jobs, skills and industry strategy
- co-developing and implementing outcomes frameworks and innovative investment initiatives, including social benefit bonds
- continuing to support community services delivered by non-government organisations
- supporting service innovation and improvement initiatives in conjunction with non-government organisations
- co-designing service integration and place-based approaches in collaboration with strategic partners.

2016–17 achievements

To support innovative and smarter investment initiatives we:

- contributed to Queensland's first Social Benefit Bond Pilot to address Indigenous disadvantage
- supported social innovation at the Myriad 2017 Festival
- developed the *Strategic Investment Direction and Action Plan 2017–19* to better plan our investments, maximise social and economic outcomes for Queenslanders, improve value for the taxpayer's dollar and build a more sustainable and supported community services sector.

Queensland's first Social Benefit Bond to address Indigenous disadvantage

The government is implementing a Social Benefit Bond Pilot Program as an innovative new way of tackling complex social problems and improving outcomes for those most in need in our communities.

Breaking the cycle of overrepresentation of Aboriginal and Torres Strait Islander children in out-of-home care is the focus of Queensland's first social impact investment initiative, announced by Queensland Treasurer Curtis Pitt on 31 March 2017.

The New Parent Infant Network (NEWPIN) service is the first Social Benefit Bond to be contracted in Queensland.

The bond will see UnitingCare Queensland establish NEWPIN to complement existing child and family services in Queensland.

NEWPIN offers hope to troubled families, with a program that works to safely reunify children who are living in out-of-home care, with their families.

Aboriginal and Torres Strait Islander children are nine times more likely to be subject to protective orders than non-Indigenous children; so developing alternative pathways for our most vulnerable Queenslanders is a high priority for our government.

Approximately 200 families across the three centres are expected to be referred by government to the NEWPIN program.

The first service centre will open in Cairns by the end of 2017 with two other centres planned in urban and regional locations.

Social innovation at Myriad 2017

Fostering social innovation is key to positioning the community services industry for success in a complex and competitive environment.

In March 2017, the department teamed up with the Community Services Industry Alliance, the Department of Science, Information Technology and Innovation and Myriad Technology Conferences to showcase and explore social innovation at the Myriad 2017 Festival.

The partnership supported the presentation of a focused social innovation session 'Exploring the future of communities' offered to all festival guests, with speakers drawn from across Australia.

We also teamed up with, and showcased, several Queensland-based social innovations making a local difference in the community services industry. These were the Community Care Assistive Technology Collaborative, Churches of Christ in Queensland Integrated Campus Model and the department's online and mobile application for kids in care, *kicbox*.

The Myriad audience included over 2700 entrepreneurs, investors, business owners, technology experts from Australia and overseas, brought together to support and build Queensland's innovation ecosystem.

To support the community services sector and industry we:

- worked with stakeholders on the Community Services Partnership Forum to co-develop *Partnering for the Future: advancing Queensland's community services industry 2017-2025*, a long-term strategy for the community services industry, and the first of a series of short-term action plans to drive implementation

- partnered with the Community Services Industry Alliance to present six workshops across the state on the findings of the report *Forecasting the future: Community Services in Queensland 2025*
- invested more than \$8 million in peak services to build sector capability, support research and deliver vital support to non-government organisations.

To support place-based initiatives we:

- committed further funding to continue the Logan Together collaborative and place-based initiative, and in-kind support for the Logan Together Roadmap priorities that support service innovation and improvements
- contributed to other place-based approaches, such as Every Child Central Queensland, First 1000 Days, and Cairns South Collective Impact initiative
- contributed to the development of the Strategic Blueprint for Queensland’s North West Minerals Province.

Logan Together

Logan Together is applying a place-based collective impact model to improve the wellbeing of children (0-8 years) in Logan.

It aims to bring Logan children into alignment with the Queensland average for developmental vulnerability by 2025. Evidence shows that focusing on early childhood development can lead to lasting social and economic benefits for a whole community.

The department is pleased to be a partner in this exciting initiative and committed further funding through to June 2019. We also continued to provide significant in-kind support to Logan Together Roadmap priorities to support service innovation and improvements that help improve child development outcomes in the long term.

The department worked with other Queensland Government agencies to develop a coordinated response to the Logan Together Roadmap, including working with Logan Together to identify priorities for 2017. The collective efforts of the Queensland Government and Logan Together partners aim to improve client outcomes with child and maternal wellbeing services, preschool and primary schooling, and accessible and integrated social services and community hubs.

We are committed to learning from Logan Together and other place-based approaches to identify potential ways to support better government investment and improved outcomes for people.

To invest in, and support, community services delivered by non-government organisations we:

- invested more than \$1.6 billion through service agreements to deliver disability, child and family, and community services by 996 community organisations and government agencies across the state
- undertook a number of significant procurement activities for additional services, including for neighbourhood centres, domestic and family violence responses, community recovery, financial inclusion, and child and family services
- continued to support Men’s Support services in remote Aboriginal and Torres Strait Islander communities to address the factors leading to substance abuse and domestic and family violence
- supported delivery of services to vulnerable young people through 92 youth services across the state
- supported a variety of individual support services for people affected by financial hardship, problem gambling, natural disasters or alcohol abuse.

In 2017–18 we will:

- partner with stakeholders to implement a community services strategy
- co-design and implement outcomes frameworks and innovative investment initiatives (including social benefit bonds)
- continue to support community services delivered by non-government organisations
- support social innovation and enterprise, and service improvement and integration initiatives in conjunction with non-government organisations and other partners.



Part 7

Community inclusion,
participation and resilience

Community inclusion, participation and resilience

Our commitments

For 2016–17, we committed to:

- implementing contemporary strategies for women, seniors, young people, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander peoples
- responding to recommendations of the Advisory Taskforce on Residential Transition for Ageing Queenslanders
- facilitating the whole-of-government and cross-sectoral Queensland Financial Inclusion Plan
- continuing to fund and support social and human recovery in disaster-impacted communities and improve community recovery operations
- developing a neighbourhood centres strategy, and supporting community hub initiatives and community development
- supporting social cohesion and inclusion initiatives, including welcoming refugees and migrants
- developing a Queensland multicultural policy and action plan and establishing and supporting the Multicultural Queensland Advisory Council.

2016–17 achievements

To help achieve gender equity we:

- continued to implement the *Queensland Women's Strategy 2016–21*
- implemented the Women on Boards Initiative
- supported the second Queensland Women's Week.

Women on Boards

The Queensland Government is committed to gender equality in all aspects of society. A gender-equal society promotes and protects women's rights, interests and wellbeing, and ensures women's maximum participation.

The *Toward Gender Parity: Women on Boards Initiative* provides targeted support to achieve gender-diversity targets.

In 2016–17, we provided funding for initiatives that develop pathways for women's leadership and participation and build the talent pipeline for the Women on Boards Initiative. This included a range of community events, workshops, training, awards and a Bursary program.

A suite of resources has been made available on the Queensland Government's Women on Boards website, to assist women seeking board appointments. These women have also been provided with tools and information to assess their board readiness, prepare and apply for appointments and connect to mentoring, education and board-matching services.

As at 30 June 2017 the Queensland Government has:

- increased women's representation on Queensland Government bodies from 31 per cent in July 2015 to 43 per cent, with 934 of the 2157 positions being women
- appointed 867 women, 47 per cent of all appointees (including reappointees), to Queensland Government bodies since 27 July 2015.

The proportion of women registered on the Queensland Register of Nominees is now at 58 per cent (1331 of the total of 2302).

In 2017-18, the department will continue to drive gender diversity through the *Toward Gender Parity: Women on Boards Initiative* and continue to fund initiatives that develop pathways for women's leadership and participation.

To support young people we:

- released the *Queensland Youth Strategy: Building young Queenslanders for a global future*
- supported the delivery of the YMCA Queensland Youth Parliament program, which includes 93 young people from across all electorates in Queensland (56 female, 36 male, and 1 non-binary)
- delivered the thirteenth annual Queensland Indigenous Youth Leadership Program for 42 Aboriginal and Torres Strait Islander young leaders (30 females and 12 males), who completed a six-day residential program, including support from Elders
- continued to promote the voices and achievements of young people across the state by delivering National Youth Week 2017
- continued to support and engage with the CREATE Foundation, a peer support and advocacy network for children and young people in care.

To build an age-friendly Queensland we:

- led development of the government's response to recommendations of the *Parliamentary Inquiry into the adequacy of financial protections for Queensland seniors* and commenced implementation.
- started implementing the recommendations of the Advisory Taskforce on Residential Transition for Older Queenslanders, which fed into the development of the Queensland Housing Strategy, released in June 2017.
- planned the expansion of support services for older people at risk of elder abuse in areas without locally based specialist services: Rockhampton, Mackay, Gladstone, the Sunshine Coast and the Gold Coast
- continued to deliver the Seniors and Carers Business Discount Schemes, enabling seniors to easily access information about relevant services and offers
- continued to support the Tech Savvy Seniors program in partnership with Telstra and the State Library to increase digital literacy with free digital training to seniors
- opened the *Advancing Queensland: an age-friendly community grants program* from 4 May 2017 to 16 June 2017, focusing on the age-friendly domains of transport, housing and outdoor spaces and buildings
- made it easy for people to connect to information about services and access concessions through a convenient 'one stop shop' www.qld.gov/seniors
- celebrated Seniors Week in August 2016 with 862 registered events across Queensland
- celebrated Grandparents Day on 30 October 2016, which encourages children and families to acknowledge the love and support provided by grandparents
- raised awareness of elder abuse through the 'There's no excuse for abuse' marketing campaign, launched on 15 June 2017 that focused on the two most common forms of abuse: financial and emotional
- recognised World Elder Abuse Awareness Day on 15 June 2017.

To build community resilience we:

- held the first annual Queensland community recovery forum in October 2016 to engage the business community in how they can play a role to improve resilience and recovery
- prepared fact sheets about disaster preparedness and assistance available after a

disaster in 15 of the most common non-English languages spoken in Queensland, plus Creole and Wik (they were also made available in easy-English and symbolic representational versions)

- implemented 34 of the 36 recommendations of the 2015 Community Recovery Review (completion of the remaining two was delayed due to the impact of Tropical Cyclone Debbie)
- received tenders for the department's first Standing Offer Arrangement for human and social services, as part of community recovery reforms to better target investment and strengthen the resilience of individuals, families and communities to disaster events
- established medium-term support services to assist people affected by Tropical Cyclone Debbie to manage the financial and emotional impacts of the disaster and build resilience.

Our response to Tropical Cyclone Debbie

Following the impact of Tropical Cyclone Debbie across parts of North, Central and South East Queensland in March 2017, the department set up seven Community Recovery Hubs (the hubs were subsequently scaled down to four Community Recovery Referral and Information Centres and outreach services where required).

Our new online grants portal was used for the first time and enabled immediate hardship assistance grants to be paid up to 51 times faster compared with Tropical Cyclone Marcia in 2015. The portal saved the department approximately 258 Community Recovery Hub days compared with Tropical Cyclone Marcia. 92 per cent of applicants chose to have their grants paid by Electronic Funds Transfer to their nominated bank account.

As at 30 June 2016:

- over 72,600 calls had been made to the Smart Service Queensland Community Recovery Hotline
- more than 16,800 outreach visits had been made
- the value of all grants paid was approximately \$31.3 million, assisting more than 119,000 people.

More than 1000 Queensland Government employees were deployed to affected parts of the state and the central office Incident Management Team as part of the Community Recovery Ready Reserve workforce. Some of these reservists were deployed more than once. A further 140 workers were deployed from interstate government agencies to assist with the recovery effort.

We reached over one million people via Twitter and Facebook posts and our community recovery videos had more than 70,000 views.

The DeployMe smartphone app for Ready Reservists had more than 578 active users during Tropical Cyclone Debbie. Most accessed information about the disaster, the deployment kit and social media feeds.

To build Queenslanders' financial resilience we:

- partnered with Good Shepherd Microfinance to produce the Money Ready Toolkit: Disaster proof your finances, an easy-to-follow plan to help people get financially ready for a disaster
- invested in two Good Money shops, operated by Good Shepherd Microfinance, in Cairns and Southport, to assist people experiencing financial pressures to access safe and affordable financial products
- invested in financial resilience workers and financial counsellors in 26 priority locations,
- continued to support the network of No Interest Loan Scheme providers
- supported expansion of eligibility for the Electricity Rebate Scheme to Commonwealth Health Care Card holders and asylum seekers effective from 1 January 2017. In 2016–17, the rebate of up to \$330 per household per year assisted approximately 527,418 low income households.

Queensland Financial Inclusion Plan

The Queensland Financial Inclusion Plan (the Plan) supports Queenslanders to secure a strong and resilient financial future, and helps people overcome financial stress and hardship.

The Plan was launched on 19 October 2016, aimed at improving financial resilience and inclusion for Queenslanders. The cross-sector, whole of Queensland Plan includes initiatives and investments from many State Government agencies, and partnerships with non-government and corporate sectors.

The Plan is focused on three priority areas:

1. improving financial literacy and knowledge – ensuring people have the necessary information, skills and capabilities to make informed financial decisions
2. responding directly to financial hardship – ensuring targeted services, programs and products are available to those experiencing financial hardship
3. driving an integrated whole-of-system response – working together in response to financial hardship.

Achievements in 2016–17 included:

- the opening of two Good Money Shops operated by Good Shepherd Microfinance in Cairns and Southport in April 2017
- the commencement of service delivery by financial resilience workers and counsellors in 26 priority locations across Queensland.

Further information is available at –

<https://www.communities.qld.gov.au/communityservices/community-support/queensland-financial-inclusion-plan>

The Money Ready Toolkit

The Money Ready Toolkit was developed in partnership with Good Shepherd Microfinance to help people prepare for a disaster with sound financial choices before a disaster strikes.

The tool kit looks at the potential financial impacts of a disaster, the importance of insurance, the availability of lower cost insurance products, and the need to have savings set aside for emergencies.

Presented in an easy-to-understand and engaging format, the tool kit has been distributed widely across the state, including through financial advice networks, local councils, and General Practitioners' rooms.

The tool kit can be downloaded at:

<http://goodshepherdmicrofinance.org.au/assets/files/2016/12/Money-Ready-Toolkit.pdf>

To build a multicultural society we:

- implemented the *Multicultural Recognition Act 2016*, commencing on 1 July 2016, which established the Multicultural Queensland Charter and the Multicultural Queensland Advisory Council, provided for a Queensland Government multicultural policy and action plan, and established reporting obligations for government entities
- continued to fund 19 organisations across Queensland to deliver activities under the Community Action for a Multicultural Society program to strengthen social connectedness
- allocated total funding of \$1 million under the Celebrating Multicultural Queensland grants program to support more than 130 cultural events and community projects across Queensland that promote an inclusive and welcoming community
- organised the inaugural Queensland Multicultural Month, the state's largest celebration of multiculturalism, in August 2016
- established the Multicultural Queensland Advisory Council in August 2016 to advise the Minister for Multicultural Affairs on opportunities and barriers facing people from culturally diverse backgrounds
- launched a new *Queensland Multicultural Policy — Our story, our future* and *Queensland Multicultural Action Plan 2016–17 to 2018–19* detailing 104 actions to be delivered across 29 agencies.

Multicultural Policy and Action Plan

Our story, our future is the Queensland Government's first multicultural policy established under the *Multicultural Recognition Act 2016*.

The policy and action plan promote the vision set by the Act and the Multicultural Queensland Charter, recognising both our long and rich history of diversity, and the strength it provides for our shared future.

The *Multicultural Action Plan 2016–17 to 2018–19* (the action plan) gives effect to the multicultural policy priorities and focuses Queensland Government action around three priority areas:

- achieving culturally responsive government
- supporting inclusive, harmonious and united communities
- improving economic opportunities.

Importantly, the policy and action plan also affirm Queensland's position on two important matters – speaking out against racism in all its forms, and supporting asylum seekers and refugees living in Queensland, regardless of how they got here or where they come from.

Focusing Queensland Government effort in this way will support equality of opportunity for all Queenslanders, and harness the remarkable benefits cultural diversity offers.

The action plan identifies 104 actions to be delivered across 29 government entities. Already some key commitments in the action plan have been delivered:

- As of 1 January 2017, eligible asylum seekers are able to apply for the Queensland Government Electricity Rebate, which, in 2016–17, provided up to \$330 per year towards the cost of electricity
- As of 3 April 2017, eligible asylum seekers can apply for 50 per cent concession fares on TransLink public transport services (excluding Airtrain travel and tourist rail services), regional qconnect bus services and approved regional ferry services
- More than 35 people from non-English speaking backgrounds have completed the 10 week Queensland Police Service Culturally and Linguistically Diverse Recruit Preparation Program, with more scheduled to start early in the new financial year

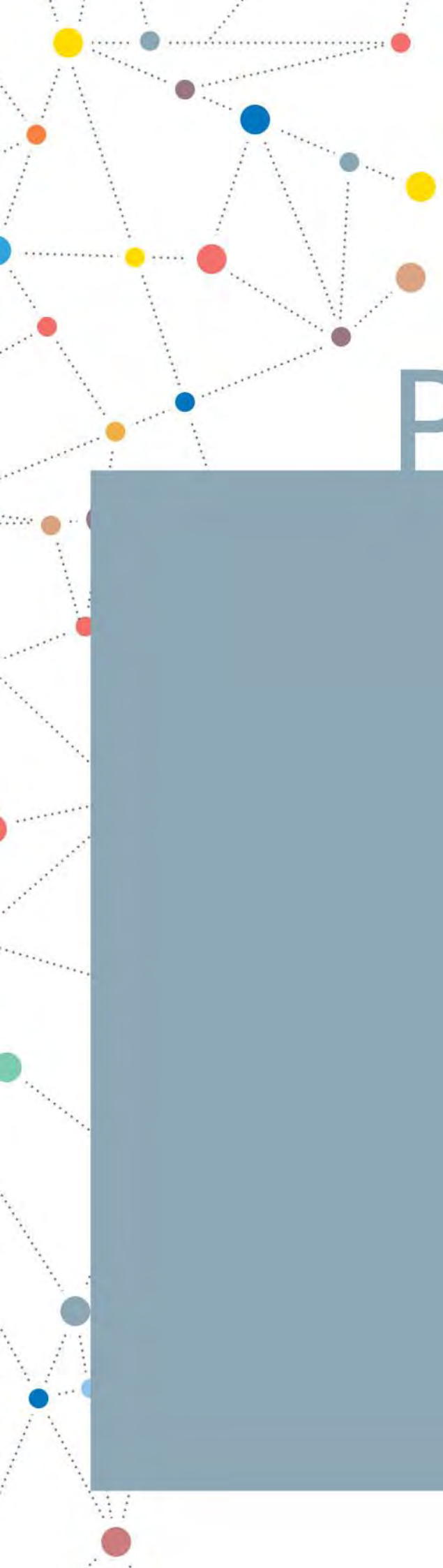
In the coming period Queensland will see many more actions take effect, including the launch of the Multicultural Queensland Ambassador Program, which will engage businesses, organisations and local governments on practical ways to adopt and implement the Multicultural Queensland Charter.

To build cohesive and caring communities we:

- increased funding for the lowest funded neighbourhood centres across the state so they could employ a full-time centre coordinator
- commenced a two-year Community Connect trial, linking neighbourhood centre clients experiencing significant difficulties with emergency and specialist support services
- supported Carers Queensland Inc, including to hold events during Carers Week in October 2016
- supported Volunteering Queensland Inc, including to hold the second Queensland Volunteering Awards during National Volunteer Week.

In 2017–18 we will:

- continue to implement strategies for women, seniors, young people, people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander peoples
- establish an LGBTI Roundtable to inform government engagement with the LGBTI community
- facilitate responses to the Advisory Taskforce on Residential Transition for Ageing Queenslanders
- continue to fund and support social and human recovery in disaster-impacted communities and improve community recovery operations
- facilitate and implement the neighbourhood centres strategy, and support community hub initiatives and community development
- support social cohesion and inclusion initiatives, including welcoming refugees and migrants, through the Multicultural Queensland Charter
- coordinate the implementation of *Queensland: an age-friendly community action plan*, including *Advancing Queensland: an age-friendly community grants program*.



Part 8

Organisational improvements

Organisational improvements

Our commitments

For 2016–17, we committed to:

- valuing staff and enabling them to fully engage in priority reform programs, innovations and improvement initiatives
- addressing the results of the 2016 Employee Opinion Survey and the 2016 stakeholder survey
- implementing internal red-tape reduction initiatives
- implementing the Aboriginal and Torres Strait Islander Cultural Capability Action Plan within the department
- continuing to build capability in key practice areas, customer service, partnering and engagement, innovation, commissioning and procurement, leadership and community recovery
- implementing the next steps of *Our Future Ways of Working – Blueprint to a digitally enabled department*
- streamlining information and data sharing between agencies and partner organisations to deliver better outcomes for clients
- investigating the use of data analytics and customer insights
- designing and implementing a performance architecture
- designing new operational and organisational arrangements for the agency.

2016–17 achievements

To support the department with information technology we:

- continued to implement *Our Future Ways of Working Blueprint*, which includes initiatives and actions that use transforming technologies to make the department's services more efficient and effective
- expanded the new Advice, Referral and Case Management platform to Aboriginal and Torres Strait Islander Family Wellbeing Service providers
- started rolling out *kicbox* statewide, allowing children in care to record key events and

retain important documents throughout their lives

- enhanced the Integrated Client Management System to provide additional flexibility and improvements for frontline staff, so they can better support Queensland families
- enhanced Disability Services business systems to support transition to the NDIS, including improvements to Disability Services ICT case management solution, development of business intelligence reports, and piloting of electronic documents and records management solution
- implemented secure interagency data exchange technologies to allow information sharing, alerting and mandatory reporting
- delivered a Community Recovery Online Portal providing simpler and more streamlined business processes that make it easier for people to access Community Recovery services
- started planning for the replacement of the Integrated Client Management System
- maintained the department's critical infrastructure and systems to ensure continued service delivery
- upgraded the Aurion Employee Self Service and payroll systems, in partnership with Queensland Shared Services.

Supporting frontline staff

We undertook a series of initiatives to help our frontline staff deliver quality services wherever they need to be. They included:

- *kicbox* — a mobile application for children and young people in out-of-home care
- desktop refresh project that updated the department's IT operating environment so that it is fit for purpose, contemporary, and can support the move to more flexible computing solutions
- tablet computers for frontline staff
- mobile printers for use by Child Safety Officers
- smart meeting rooms powered by Skype.

Carepay2

Carepay is the department's new information system for issuing payments to foster and kinship carers with paid placements. It is easier to support and more reliable, and allows carers to be paid more quickly.

The new Carepay system went live on 19 September 2016 in a staged approach over several months. This approach ensured that each region had expert support during the roll-out to enable a smooth transition to the new system.

Our Child Project

As a result of the Queensland Family and Child Commission's report: *When a child is missing* — the government started an initiative to allow for faster information sharing between agencies for children missing from out-of-home care. The Our Child Project commenced in March 2017 with the department as lead agency.

The department will deliver an ICT system to help relevant officers in various agencies connect, communicate, share and collaborate on missing children. The aim is to reduce the time taken to react to children missing from out-of-home care and initiate a multi-agency response, including media releases and amber alerts where necessary.

We are working on this important project with the Queensland Police Service, Queensland Health, Department of Education and Training, Queensland Aboriginal and Torres Strait Islander Child Protection Peak, Queensland Family and Child Commission, the Office of the Public Guardian, Foster Care Queensland and the CREATE Foundation.

It is expected that it will take two years for the system to be rolled out in full, with a staged approach being undertaken. Phase 1, due to be delivered in March 2018, will focus on implementation of the core capability of the 'Our Child' ICT solution to share information held by the department and Department of Education and Training with the Queensland Police Service.

In 2016–17, 984 departmental Critical Incident Reports were raised in relation to children in out-of-home care whose location was unknown and there were concerns for their safety or welfare. This number refers to the number of missing children 'incidents' rather than actual children missing. All Critical Incident Reports for children who are missing remain open until the child has either been returned to their placement or their whereabouts are known and they are considered safe by the department — all Reports opened in 2016–17 have been closed. Children may be missing for a few hours or a couple of days, with almost all children located within a short period of time. The department is committed to ensuring the safety of our most vulnerable children and young people who are in out-of-home care. In 2016-17 the department continued to ensure the right policies and procedures were in place to share information across agencies, including by releasing updated guidelines for carers and care services; implementing new delegations to enable faster responses to Queensland Police Service requests; updating ICT systems to enable collection of data on missing children; and holding information sessions and producing training material.

Supporting High Risk Teams

In response to *Not Now, Not Ever*, the department started a project to apply technology and innovation to better support an integrated service response to victims and their children.


To support the first High Risk Team trial site in Logan/Beenleigh, we designed and implemented the Domestic and Family Violence Prevention Client Management System to support integrated service responses and information sharing.

The Domestic and Family Violence Prevention Client Management System allows High Risk Team members from Queensland Police, Queensland Health, Child Safety, Department of Justice and Attorney-General, Department of Housing and Public Works and specialist Domestic and Family Violence NGOs to securely refer clients, gather and share relevant information, complete risk assessments and jointly formulate safety plans for high risk cases.

By centralising relevant domestic and family violence information and making it accessible to multiple agencies, it allows quicker multi-agency decision-making and action planning for high-risk clients.

To fully value staff and engage them in reform programs we:

- continued to support the Aboriginal and Torres Strait Islander Workforce Strategy 2016–18 and implemented a range of Indigenous employment programs, such as Indigenous Career Progression, Yarn and Grow mentoring program and 2017 Graduate Development Program
- continued working towards 2022 diversity targets with the implementation of diversity and inclusion initiatives, including flexible work arrangements
- developed the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer+ (LGBTIQ+) Strategy and Action Plan
- implemented industrial relations reforms under the *Industrial Relations Act 2016*, including review and revision of all human resources policies and practices
- supported new Child and Family operational and organisational arrangements
- supported the NDIS transition by placing Townsville, Mount Isa, Mackay and Ipswich staff affected by changes into new roles within the department and government (195 staff successfully placed to date).



To address the results of the 2016 Employee Opinion Survey and the 2016 stakeholder survey we:

- developed local action plans in response to the results of the 2016 Working for Queensland Employee Opinion Survey
- released our organisational Leadership Charter
- embedded the REACH leadership framework into local practice
- provided information, resources and training to assist career planning
- delivered the Qualifications Pathway Programs, which resulted in another 198 staff from across the state completing their requirements for Certificate IV in Business Administration, Certificate IV in Community Services, Certificate IV in Disability, Certificate IV in Leadership and Management, Certificate IV in Project Management Practice, Diploma of Business Administration, Diploma of Community Services, Diploma of Leadership and Management or Diploma of Project Management
- provided a stronger focus on cultural capability across the organisation
- addressed domestic and family violence as a workplace issue, including through White Ribbon accreditation.

To implement red-tape reduction we:

- approved a flexible induction program for new Residential Care Officers, reducing induction length for experienced disability sector workers commencing employment; the flexible program comprises completion of required online modules prior to commencement, reducing attendance at face to face induction training and fast tracking job readiness
- adapted the Critical Incidents system, Integrated Client Management System and Suspected Child Abuse and Neglect system to support the 'When a Child is missing' initiative
- rolled out more than 1000 mobile capable tablet devices to enable frontline staff to work more efficiently and remain connected anywhere, anytime

- used a new online portal for community recovery grants relating to Severe Tropical Cyclone Debbie; people could apply for assistance without having to visit a Recovery Hub and could elect to have payment made via EFT
- provided the option to Accommodation Support and Respite Services shiftwork staff (without Aurion Employee Self Service access) of having their fortnightly payslip emailed to their home email address rather than receiving a hard copy payslip by the traditional Australia Post method. This has reduced the time for staff to receive their payslip by approximately one week.

To implement the Aboriginal and Torres Strait Islander Cultural Capability Action Plan within the department we:

- updated our range of training opportunities for staff to grow a deep understanding of Aboriginal and Torres Strait Islander culture, including a new online cultural capability training program, *Starting the Journey*.

To build capability in key practice areas and customer service we:

- invested heavily in staff capabilities, including financial and contract management, domestic and family violence, child protection services, disability support services, community recovery deployment preparation, and career planning
- expanded development opportunities for our current and future leaders with a range of leadership and professional development programs aligned to the department's REACH leadership framework
- provided training to managers to help them respond appropriately to the impacts of domestic and family violence in the workplace, leading to accreditation under the White Ribbon Australia Workplace Accreditation Program
- filled 129 new child safety positions in 2016–17, enabling more timely investigations and assessments, improved safety and wellbeing for children and families, improved placement stability and access for children in out-of-home care.

Yarn and Grow Indigenous Mentoring Program

We developed and trialled a tailored Aboriginal and Torres Strait Islander Mentoring Program in 2017. It was one of the key retention and career development strategies in the Aboriginal and Torres Strait Islander Workforce Strategy 2016–18 and was regarded as the most important initiative by Aboriginal and Torres Strait Islander staff.

The mentoring program is available to all Aboriginal and Torres Strait Islander staff, regardless of classification or length of service. The purpose of the program is to achieve the best possible retention outcomes and career progression for these staff.

The 12-month program includes three workshops on mentoring networking, refresher and reflection training, and final celebration. The 2017 program attracted 16 Aboriginal and Torres Strait Islander mentees and 16 mentors.

To better understand our performance and customers we:

- developed a simulation model to better anticipate demand for child safety services in the future, and monitor the impact of reforms
- developed a financial model (linked to the simulation model) to better predict future child safety expenditure
- developed an enhanced regional workforce allocation model to assist allocation of new frontline staff
- started developing a strategic executive dashboard to support overall performance management.

To design new operational and organisational arrangements for the agency we:

- established the Shape the Future initiative to develop our future operating and organisational arrangements through and post-NDIS transition.

In 2017–18 we will:

- continue to engage staff and enable them to participate in priority reform programs, innovations and improvement initiatives, and to showcase their work and achievements
- address the results of the 2017 Employee Opinion Survey and the 2017 stakeholder survey
- continue to support staff during the transition to the NDIS

- continue to implement internal red-tape reduction initiatives
- continue to implement the Aboriginal and Torres Strait Islander Cultural Capability Action Plan
- promote inclusion and diversity initiatives
- continue to build capability
- continue implementation of *Our Future Ways of Working — Blueprint for a digitally enabled department*
- streamline information and data sharing between agencies and partner organisations to deliver better outcomes for clients
- use data analytics and customer insights to contribute to the evidence base on effective and efficient social services
- implement a performance architecture
- implement new agency operational and organisational arrangements as the transition to the NDIS continues.



Part 9

Performance scorecard

Service delivery statement measures

The following scorecards summarise our performance (quantifiable measures and qualitative achievements) against the performance indicators in the department's Service Delivery Statement 2016–17.

Child protection

Rate of substantiated harm per 1000 children (0–17 years of age)

Quantitative results



Summary

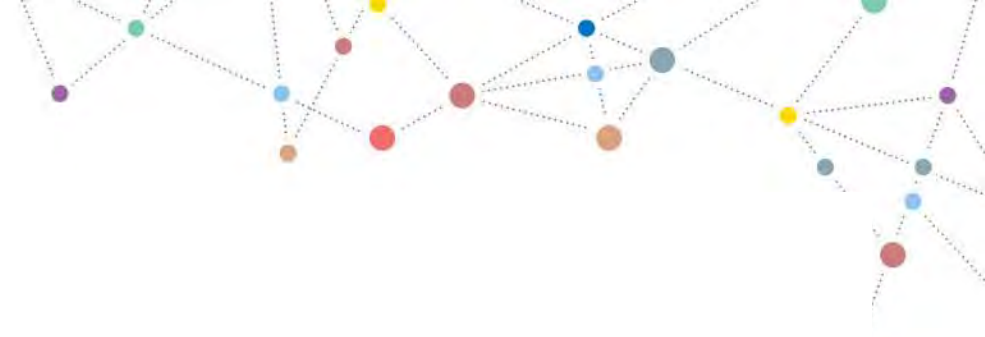
The rate of substantiated harm is anticipated to continue to decrease in 2016–17.

Analysis

The investment over the last two years into new and expanded family support services is showing positive results. Families are now able to access family support services earlier through the new Family and Child Connect and Intensive Family Support services. The department will continue to implement the child and family reforms to enable families to access the supports they need.

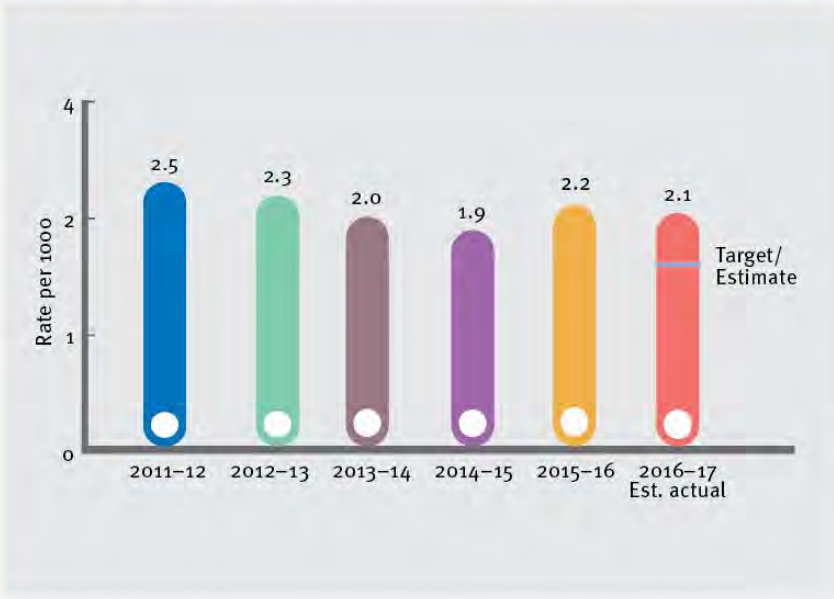
Data

2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	
Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
6.5	6.6	6.0	5.3	5.0	5.0	4.9



Rate of children entering out-of-home care per 1000 children (0–17 years of age)

Quantitative results



Summary

The rate per 1000 children entering out-of-home care is estimated to be above the 2016–17 Target/Estimate (2.1 per 1000 compared to 1.6 per 1000), but is anticipated to be lower than in 2015–16.

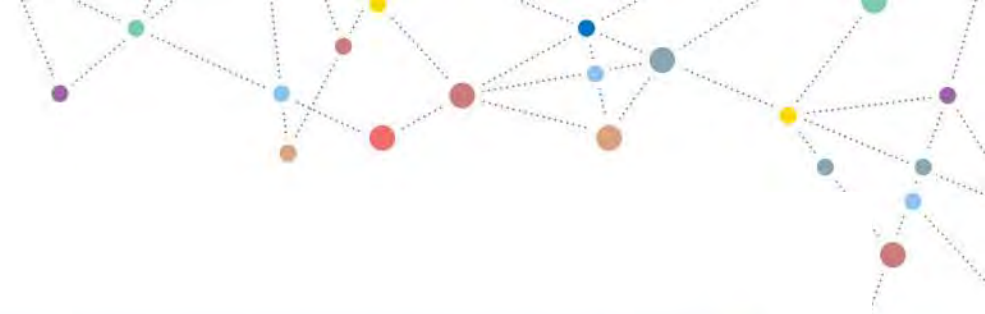
Analysis

Families coming to Child Safety’s attention are more complex and presenting with multiple risk factors such as domestic and family violence, substance abuse and mental health issues. Continued implementation of the child and family reforms, including the increasing capacity of family support services over coming years, is anticipated to result in a longer-term decrease in the number of children entering out-of-home care.

Data

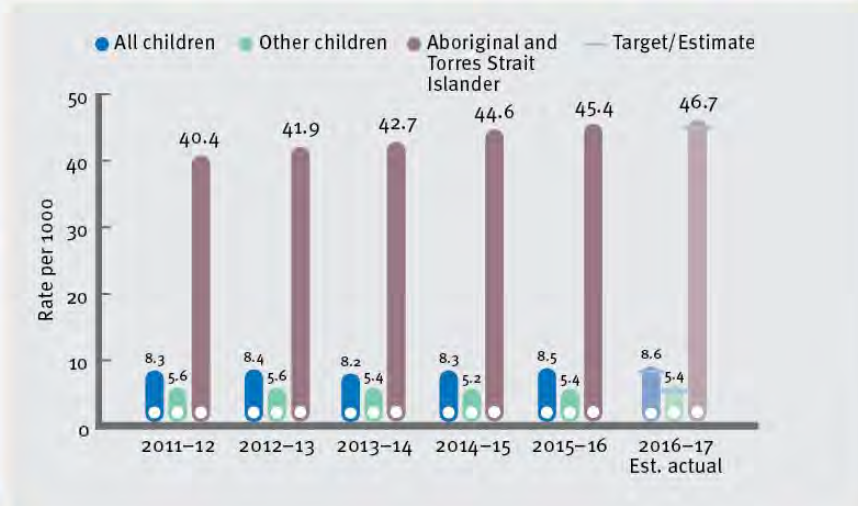
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
	Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
	2.5	2.3	2.0	1.9	2.2	1.6	2.1

(Note: This measure was new to the SDS in 2014–15)



Rate of children subject to protective orders per 1000 children (0-17 years)

Quantitative results



Summary

The rates of All children and non-Indigenous children subject to protective orders have remained relatively stable over the last six years, ranging from 8.2 to 8.6 per 1000 for All children and 5.2 to 5.6 per 1000 for non-Indigenous children.

The rate for Aboriginal and Torres Strait Islander children has increased from 40.4 per 1000 to an estimated 46.7 per 1000 over the same time period.

Analysis

Continued implementation of the child and family reforms is expected to result in a reduction in the number of children subject to protective orders. This is anticipated to occur gradually due to the complexity of issues families face, and the staged implementation of reforms.

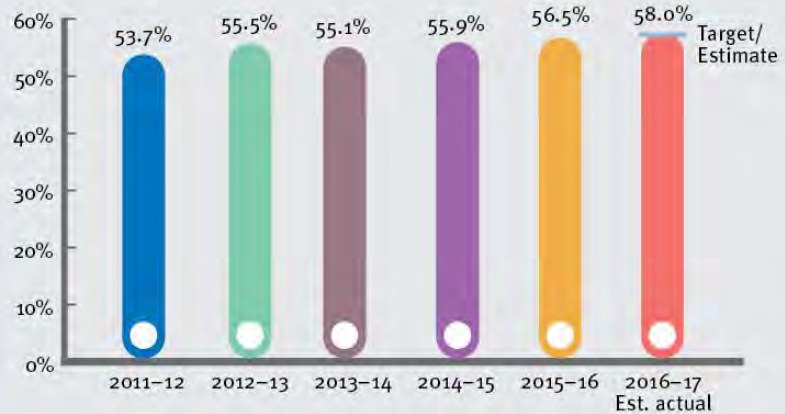
Initiatives to address over-representation are expected to reduce the number of Aboriginal and Torres Strait Islander children subject to protective orders over time.

Data

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
	Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
Aboriginal and Torres Strait Islander	40.4	41.9	42.7	44.6	45.4	45.0	46.7
Non-Indigenous	5.6	5.6	5.4	5.2	5.4	5.3	5.4
All children	8.3	8.4	8.2	8.3	8.5	8.3	8.6

Percentage of Aboriginal and Torres Strait Islander children placed with kin, other Indigenous carers or Indigenous residential care services

Quantitative results



Summary

The percentage of Aboriginal and Torres Strait Islander children placed with kin, other Indigenous carers or Indigenous residential care services is expected to improve in 2016-17 compared to 2015-16. This is despite continued growth in the number of Aboriginal and Torres Strait Islander children and young people in out-of-home care.

Analysis

This service standard signals the importance of culturally appropriate services for Aboriginal and Torres Strait Islander children in the child protection system.

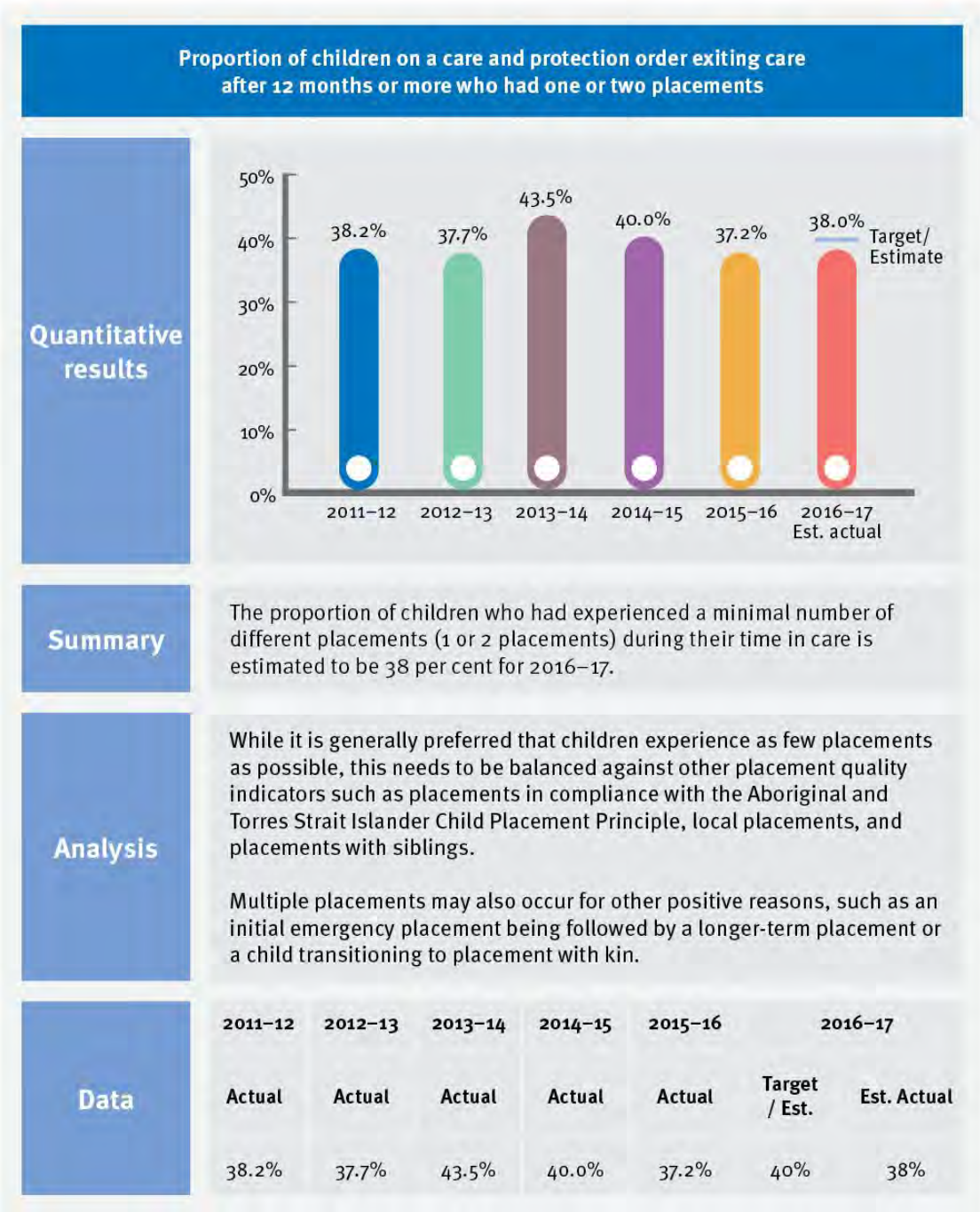
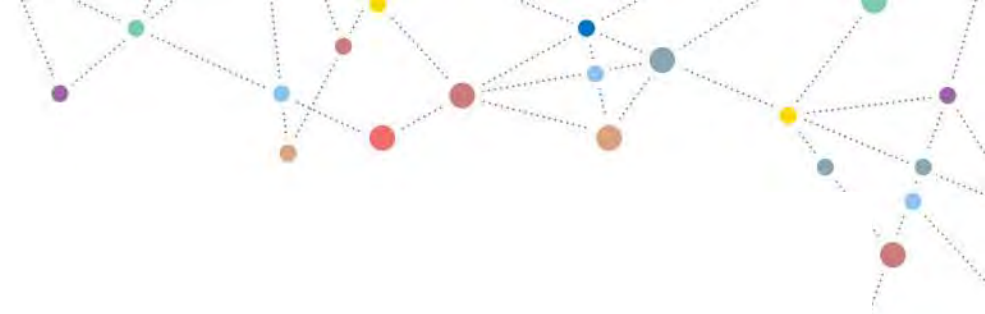
Keeping Aboriginal and Torres Strait Islander children safe and connected to their kin and culture is a priority for the Queensland Government.

When placing an Aboriginal and Torres Strait Islander child or young person in out-of-home care, the department is required to consider a culturally appropriate placement in accordance with the legislated Child Placement Principle (under Section 83 of the *Child Protection Act 1999*).

The proportion of Aboriginal or Torres Strait Islander children in out-of-home care placed with kin, other Indigenous carers or Indigenous residential care services is expected to further improve in 2017-18 as the child and family reforms including the *Our Way* strategy and *Changing Tracks* action plan are implemented.

Data

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
	Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
	53.7%	55.5%	55.1%	55.9%	56.5%	58%	58%



Out-of-home expenditure per placement night

Quantitative results



Summary

The 2016-17 estimated actual expenditure is expected to be higher than the Target/Estimate.

Analysis

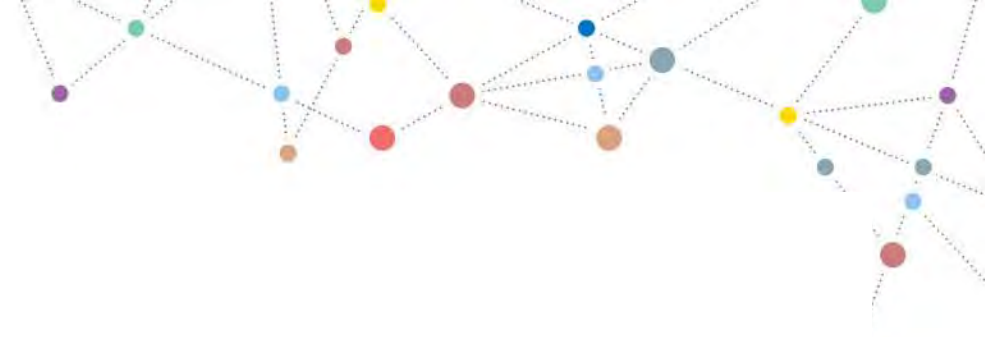
The expenditure increase is primarily due to indexation for CPI and sector wage increases and additional investment associated with the implementation of the child and family reforms.

An increase in placement nights, primarily driven by more children in out-of-home care, and more children staying in care longer, has also occurred. However, the rate of this increase has been lower than the rate of increase of total expenditure, resulting in an overall increase in the average expenditure per placement night.

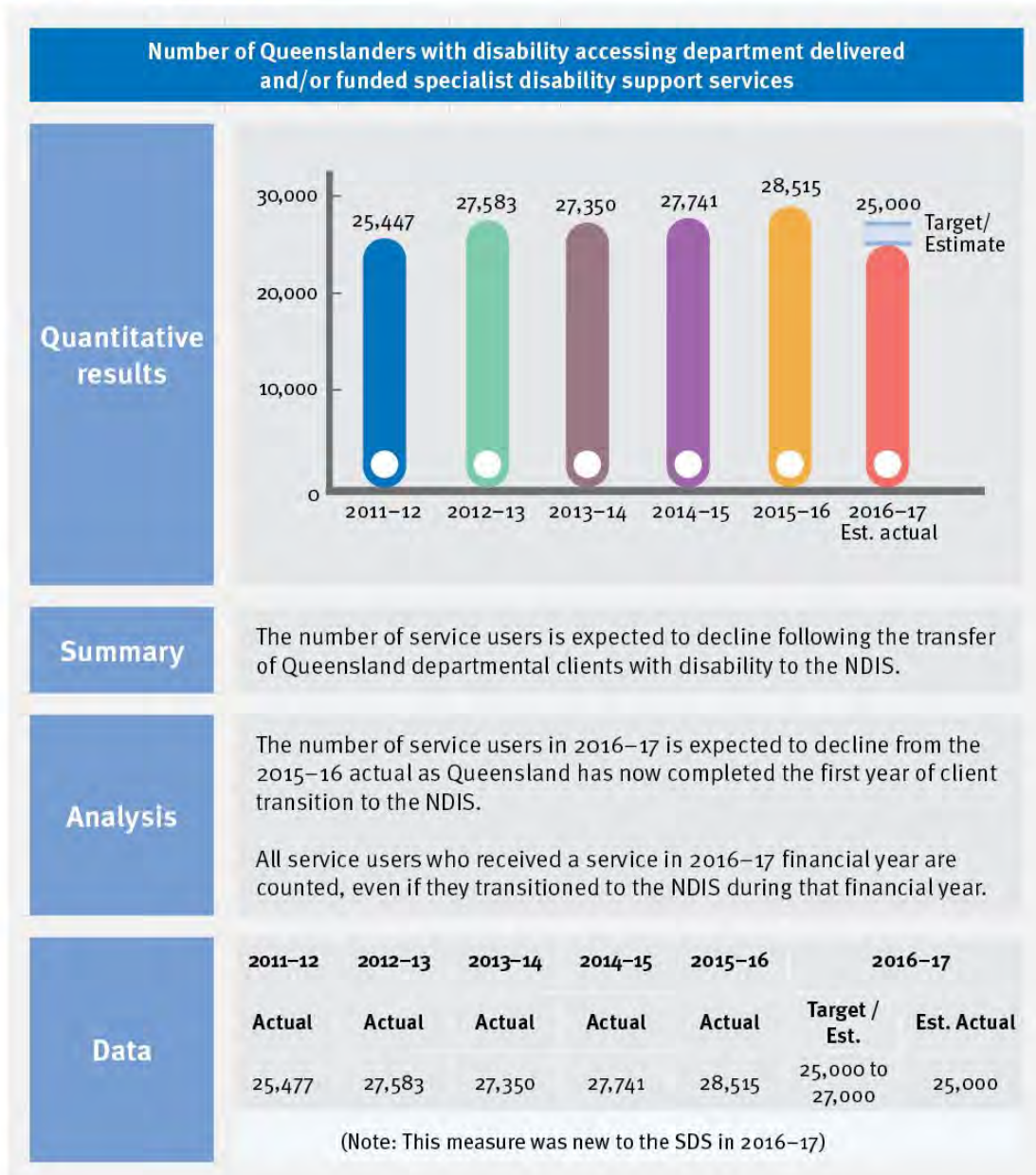
Data

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
\$147	\$146	\$145	\$148	\$150	\$145	\$154

(Note: This measure was new to the SDS in 2016-17)

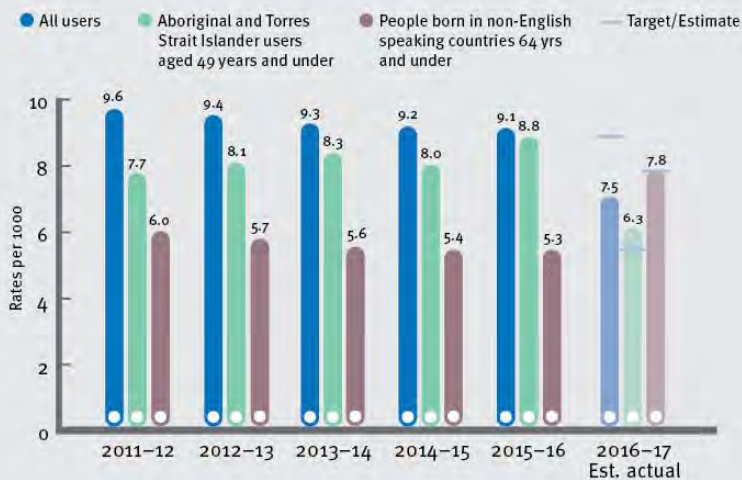


Disability Services



Rate per 1000 population users of community care services

Quantitative results



Summary

The measure is broken into three population specific cohorts using 'rate per 1000' of the relevant population as the unit of measure to take into account population changes from year to year.

The number of community care service users is anticipated to decline in 2016-17 following the transfer of clients with disability to the NDIS.

Analysis

The final result for 2016-17 will not be available until January 2019 as part of the national release of the Report of Government Services.

The 2016-17 estimated actuals have been based on the anticipated transition of people to the NDIS as estimated under the Queensland Bilateral Agreement.

Data

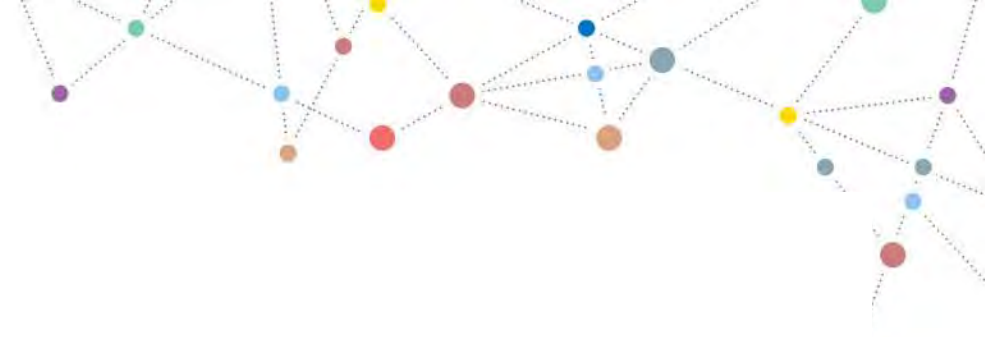
All users

Aboriginal and Torres Strait Islander users aged 49 years & under

People born in non-English speaking countries aged 64 yrs & under

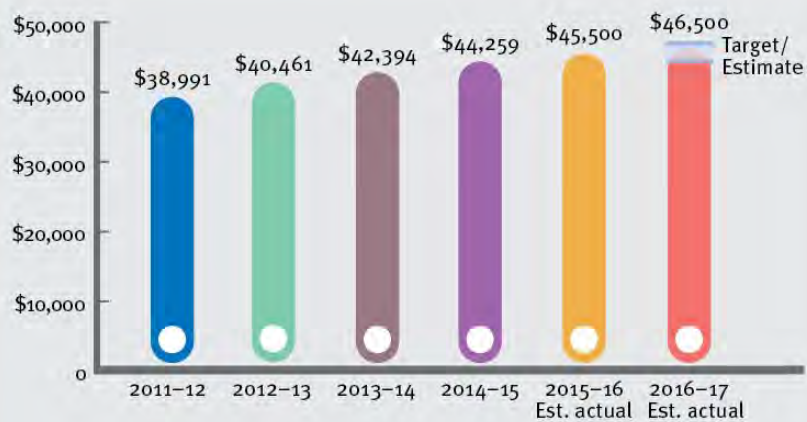
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
	Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
All users	9.6	9.4	9.3	9.2	9.1	9.0	7.5
Aboriginal and Torres Strait Islander users aged 49 years & under	7.7	8.1	8.3	8.0	8.8	5.3	6.3
People born in non-English speaking countries aged 64 yrs & under	6.0	5.7	5.6	5.4	5.3	7.8	7.8

(Note: This measure was new to the SDS in 2016-17)



Total estimated expenditure per service user receiving department's administered specialist disability services

Quantitative results



Summary

A slightly higher cost to deliver services in 2015-16 and 2016-17 compared to previous years is expected.

Analysis

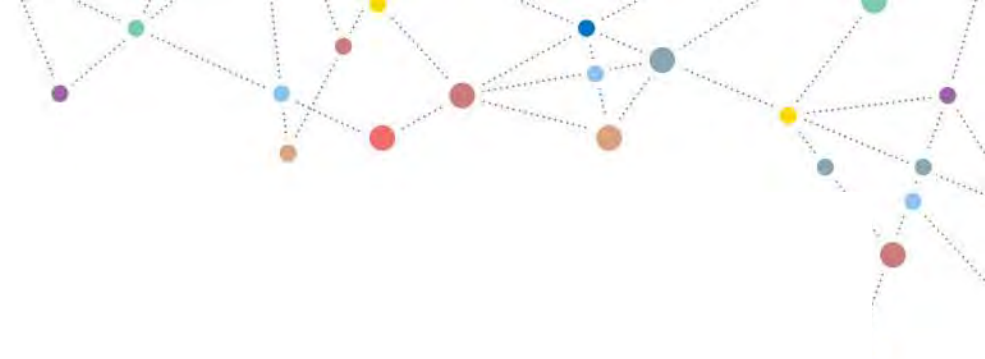
The final result for 2016-17 will not be available until January 2018, and the 2016-17 result will not be available until January 2019 as part of the national release of the Report of Government Services.

Projections have been made taking into consideration inflationary costs to deliver services. Results are therefore estimated to be higher than the confirmed 2014-15 figures.

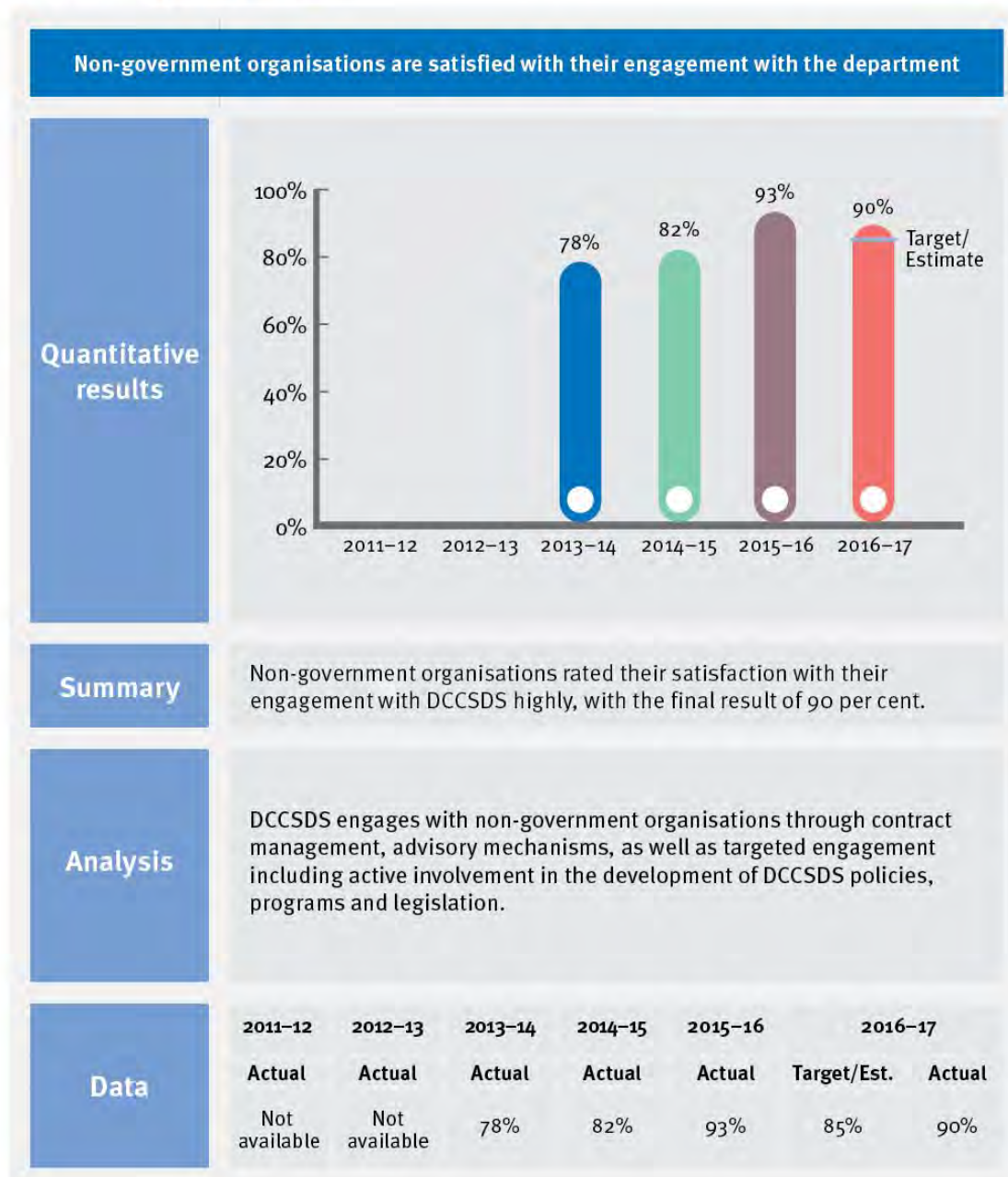
Data

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
Actual	Actual	Actual	Actual	Est. Actual	Target / Est.	Est. Actual
\$38,991	\$40,461	\$42,394	\$44,259	\$45,500	\$45,000 to \$47,000	\$46,500

(Note: This measure was new to the SDS in 2014-15)



Community services



Effective engagement of stakeholders in the development of policies, programs and legislation

Quantitative results



Summary

Stakeholders are those regional and Ministerial advisory forum and committee members who provide advice to the department regarding the development of policies, programs and legislation.

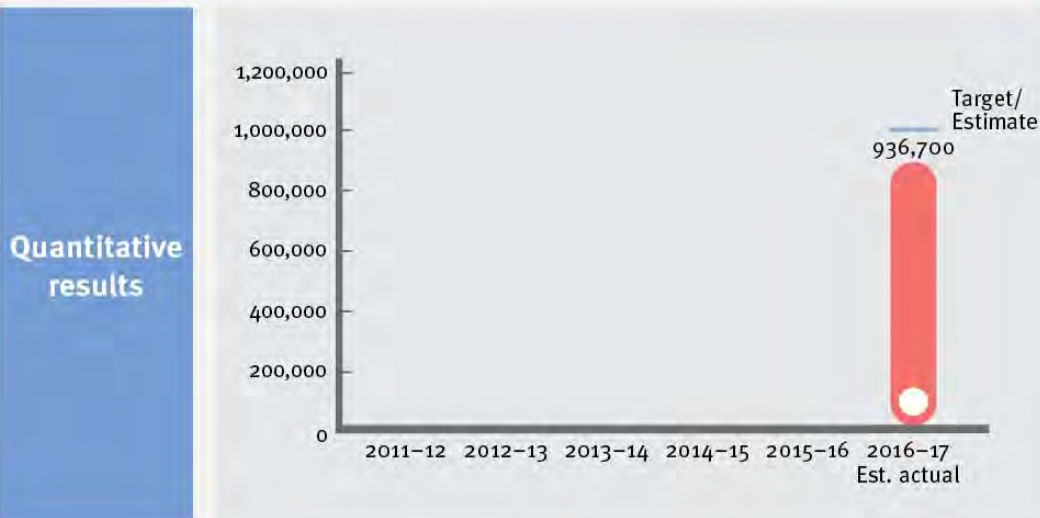
Analysis

The result of 88 per cent, higher than the target/estimate of 75 per cent, is an indication of DCCSDS engaging effectively with non-government organisations, local, state and federal government agencies and other partners in the development of DCCSDS policies, programs and legislation.

Data

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
Actual	Actual	Actual	Actual	Actual	Actual	Target/Est	Actual
	Not available	Not available	Not available	Not available	Not available	75%	88%

Number of people attending events funded by Multicultural Affairs Queensland



Summary

Total attendance numbers were compiled from reported and expected attendance for events funded under the Celebrating Multicultural Queensland grants program administered by Multicultural Affairs Queensland (MAQ).

Including the expected attendance from nine events still to report, the estimated total attendance for funded events were 936,700, just over 60,000 short of the estimated annual attendance of 1 million people. In 2016-17, two funded events were cancelled due to unforeseen circumstances.

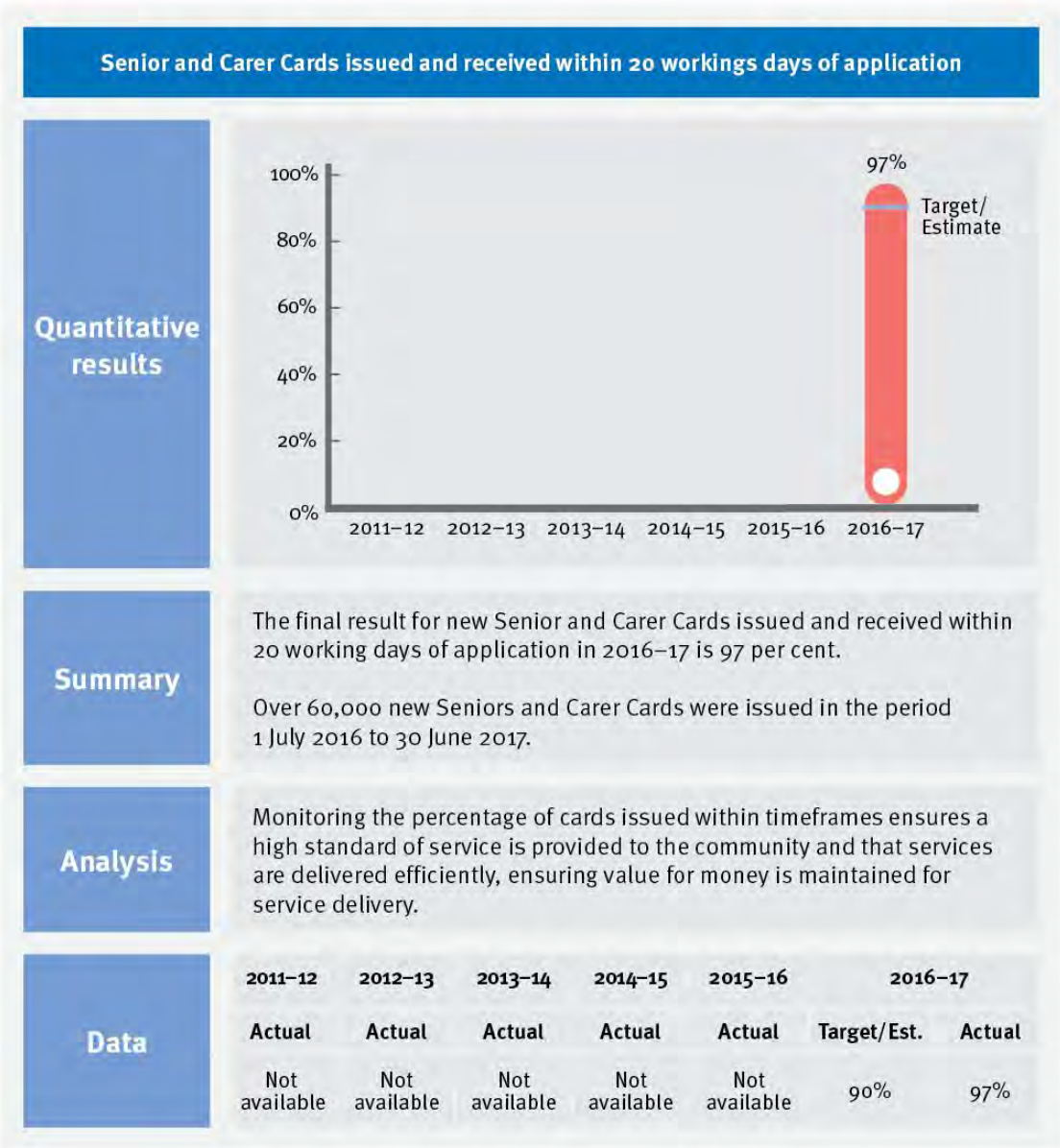
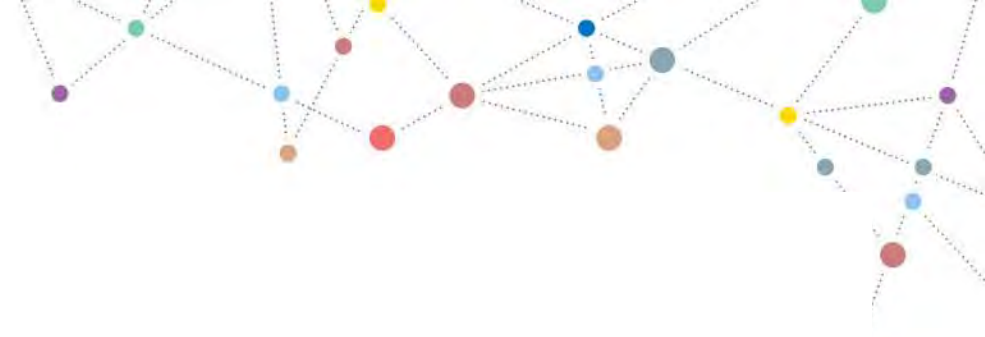
Analysis

Attendance at events serves as a proxy measure to indicate the acceptance and promotion of cultural diversity in Queensland. While total recorded attendance fell slightly short of the targeted attendance of 1 million people, successful engagement of more than 936,700 people in funded events held across Queensland demonstrated strong recognition and appreciation of Queensland's multicultural identity.

The main reason for unmet attendance target was bad weather conditions. A number of organisations reported that their events were badly impacted by rainy weather. Some events were postponed due to severe weather and attendance levels were impacted by post-cyclone community recovery.

Data

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	
	Actual	Actual	Actual	Actual	Actual	Target / Est.	Est. Actual
	Not available	Not available	Not available	Not available	Not available	One million	936,700





Part 10

Risk management
and accountability

Risk management and accountability

Risk management

The department's risk management program is designed to ensure that risks faced by the department are identified and managed, in an effective, structured and coordinated way.

The *Financial Accountability Act 2009* requires all accountable officers and statutory bodies to establish and maintain appropriate systems of internal control and risk management.

To achieve this objective, the department applies the following principles to risk management:

- **Integral part of planning, performance and accountability.** The department is controlled and governed effectively to achieve its strategic objectives and risk management is undertaken at strategic and operational levels.
- **Ongoing oversight by Senior management and Executive Governance Boards.** Departmental risks and risk matters are discussed and considered by senior governance forums, to provide assurance to the Director-General on the identification, monitoring, control and treatment of departmental risks.
- **It creates and protects value.** Risk management contributes to the achievement of the department's objectives and improving performance in governance, project management, security and the health and safety of our staff and clients.
- **It forms part of decision-making.** Risk management helps decision-makers to make informed choices, prioritise actions and identify the appropriate course of action.
- **It is systematic, structured and timely.** Risk is managed while achieving consistent, comparable and reliable results for the department.

- **It is based on the best available information.** Risk assessments are based on historical data, experience, stakeholder feedback, forecasts and expert judgment, data limitations and differing opinions.
- **Aligned with environmental context.** Risk management takes account of the department's internal and external operating environment and its risk profile.
- **Transparent and inclusive.** There is timely involvement of appropriate stakeholders at all levels.
- **Responsive to change.** Risk management takes account of internal and external events, changes to the environmental context, results of monitoring and reviewing activities, new risks that emerge and risks that change or disappear.

Our framework aligns with the AS/NZS ISO 31000:2009 Risk management — Principles and guidelines and other best practice risk and resilience methodologies.

The department regularly reviews and updates its strategic risks throughout the year as an assurance that controls remain effective.

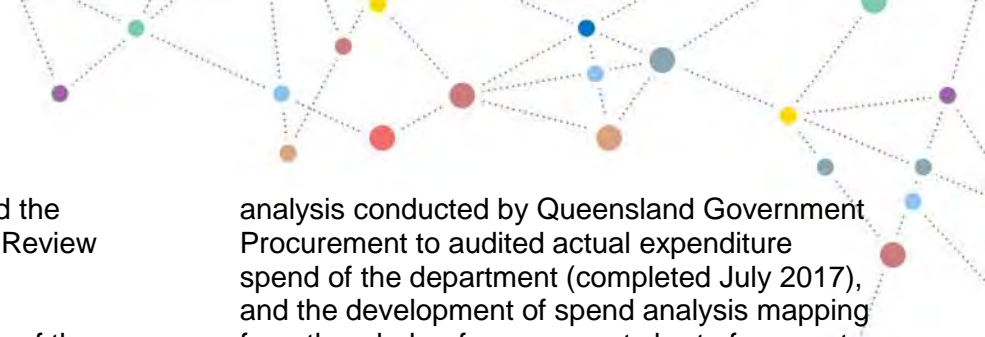
Internal audit

The department has an internal audit function, which is independent of management and external auditors. The internal audit function is undertaken in accordance with an audit plan approved by the Director-General. The Internal Audit Charter is consistent with relevant legislation, better practice guides and international internal auditing standards.

Further information about the Audit and Risk Committee can be found at Appendix 3 – Governance boards and committees.

External scrutiny

The department is subject to a number of external reviewers, including the Queensland Audit Office, Coroners, Crime and Corruption Commission, the Queensland Ombudsman, the Queensland Child and Family Commission, the Public Guardian and Public Advocate, and



external child death review panels and the Domestic and Family Violence Death Review Board.

Significant external audits and reviews of the department during the 2016–17 financial year include:

Queensland Audit Office reports tabled in the Queensland Parliament

The following reports released in 2016–17 are applicable to the department. For a complete list of tabled reports to the Queensland Parliament in the 2016–17 financial year visit

<https://www.qao.qld.gov.au/reports-tabled-in-2016-17-financial-year>

Report 1: 2016–17 Strategic Procurement

This report examined whether Queensland Government departments are enabling and achieving value for money procurement outcomes through effective strategic procurement. In response, in 2016–17 the department commenced initiatives to facilitate improved agency procurement planning in future years.

The Social Services Category Council was established in December 2016. The Social Services Category Council completed an initial spend analysis that found minimal procurement overlap between the four participating agencies – the Department of Communities, Child Safety and Disability Services, Department of Health, Department of Justice and Attorney-General, and the Department of Housing and Public Works. As such the Social Services Category Council is a consortium of four specialist sub-categories, as provided for by the approved Queensland Government Procurement Operating Model (May 2016), that continue to be managed separately by each participating agency on a one-to-one relationship of sub-category to participating agency.

During 2016–17 the department participated in all requested processes undertaken by the Office of the Chief Advisor – Procurement including the development of the Queensland Procurement Policy (subsequently released August 2017), the whole-of-government Procurement Data Strategy and the Procurement Key Data Set (released September 2017), the reconciliation of 2015–16 spend

analysis conducted by Queensland Government Procurement to audited actual expenditure spend of the department (completed July 2017), and the development of spend analysis mapping from the whole-of-government chart of accounts to the six procurement categories used across government. The department also went to market in 2016–17 for an end-to-end procurement process information management technology solution. It is anticipated that the solution will be operational late 2017–18.

Report 3. Follow-up: Monitoring and reporting performance (Report 3: 2016–17)


This audit follows up on the three recommendations Queensland Audit Office made in *Monitoring and reporting performance* (Report 18: 2013–14), which was tabled in June 2014. The report recommended that departments apply a service logic approach to define their service areas, and that service standards that relate to whole-of-government objectives and outcomes are reported at the ministerial portfolio or department level. In response, the department has continued to improve the coverage of performance information across services in its Service Delivery Statement for 2017–18. In addition to a wider coverage of services, improvements also include establishing whole-of-government performance measures.

Report 8: 2016–17: Queensland state government: 2015–16 results of financial audits

This report summarises an analysis of the financial position, performance, and sustainability of the Queensland Government, as reported in the consolidated state government financial statements. The report found that the Department of Communities, Child Safety and Disability Services was effective across all areas on internal controls and financial statement preparation, and that no adjustments were required.

Report 17: 2016–17: Organisational structure and accountability

This audit assessed whether the structure within Queensland Government departments supports the achievement of individual agency strategic objectives as well as government priorities, and whether there is clear accountability for



delivering these objectives. The Department of Communities, Child Safety and Disability Services was subject to a high level review. The report was released in May 2017 and recommended all departments enhance strategic planning approaches; establish clear alignment between accountability and strategic objectives; review delegations of authority in relation to organisational structure and design; and calculate and review staffing structures and workforce profiles. The department is committed to implementing recommendations from the report and is currently formulating a response to the recommendations.

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 oversight of the *Public Interest Disclosure Act 2010*.

In July 2016, the Queensland Ombudsman released the report: Management of child safety complaints: An investigation into the current child safety complaints management processes within the Department of Communities, Child Safety and Disability Services. The report outlines the results of an investigation into the robustness of the department's child safety complaints system. As a result of this 2016 review, the Queensland Ombudsman made five recommendations. All recommendations were accepted, and have been completed to the satisfaction of the Queensland Ombudsman. This included the development of a Memorandum of Understanding between the Office of the Public Guardian and the department for the management of child safety complaints, and the consolidation of the department's complaints management database RESOLVE which is currently under way and will ensure improved documentation and reporting of complaints.

Queensland Family and Child Commission

Report: A systems review of individual agency findings following the death of a child

The Queensland Family and Child Commission released this report in March 2017, which reviewed the internal and external review

processes of Queensland Health and the Department of Communities, Child Safety and Disability Services, in relation to the services provided to Mason Jet Lee before his death. In response, the department commenced a number of strategies to further strengthen the child protection system. These include providing more frontline staff to work with families and other agencies, better coordinating the health and child protection systems, implementing a new quality improvement program, and rule changes for funding early intervention support providers.

Coroner

The Coroner made no recommendations arising from coronial matters for the department in 2016–17.

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, in accordance with legislative reforms introduced in July 2014.

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 by the department 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.

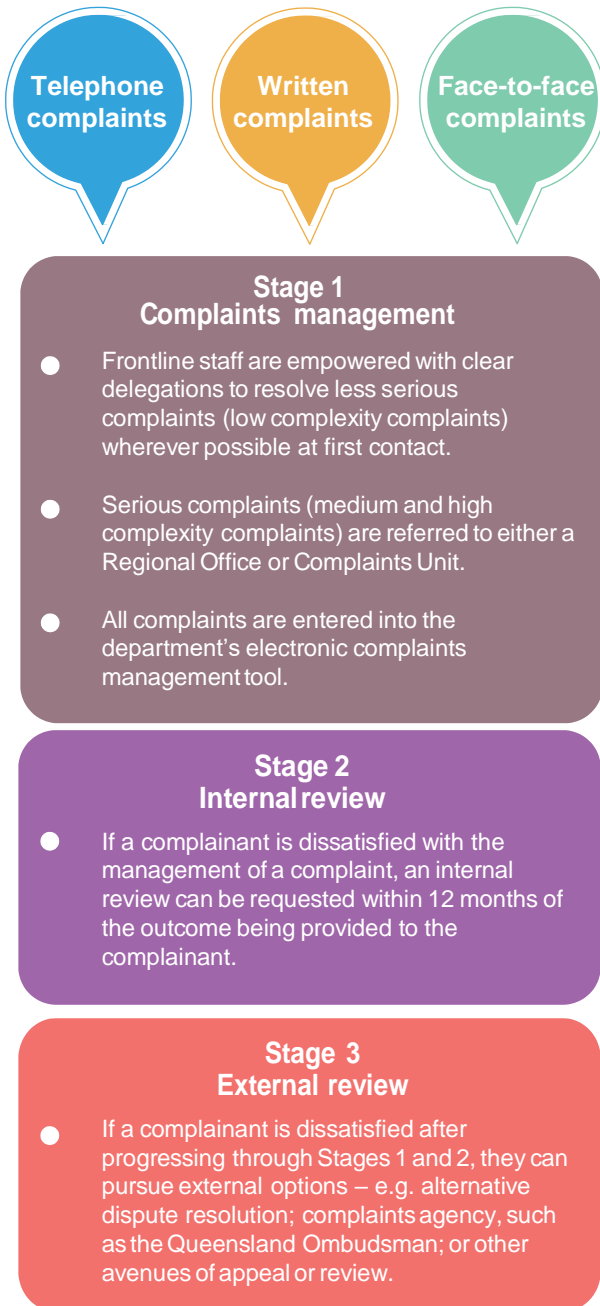
The Annual Report on the Queensland Child Death Case Review Panels 2015–16 was released on 20 February 2017. The report was prepared by the Director-General, Department

of Communities, Child Safety and Disability Services.

The report showed that Queensland Child Death Case Review Panels completed 66 reviews during 2015–16, and outlined key themes and departmental actions in response to findings from reviews.

Complaints management

Our framework for managing complaints



The department provides a complaints management system, as per s.219A of the *Public Service Act 2008*. This system provides the department’s clients and the general public with an opportunity to voice their satisfaction or dissatisfaction with our services.

The department takes service feedback, concerns and complaints seriously. The department endeavours to address all concerns in a timely, fair and meaningful way, and to learn lessons that can help improve our customer service, and our laws, policies and practices.

Where possible we will try and resolve the complaint at the local or regional level in the first instance. We believe it is best to have the matter addressed closest to where the service was delivered.

The complaints management system is overseen by the Queensland Ombudsman as per the *Ombudsman Act 2001*, and is aligned with the Australian/New Zealand Standard AS/ NZS 10002:2014 — Guidelines for complaints management in organisations.

The department’s complaints management model is a three-stage process. Complaints are managed within service centres, regional offices or by the central complaints unit depending upon their complexity. The process includes the option of an external review.

Complaints are assessed in accordance with various laws, policies and procedures. These can be found at:
<https://www.communities.qld.gov.au/gateway/about-us/legislation>

In accordance with Section 219A of the *Public Service Act 2008*, information on:

- 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

can be found at:

<https://www.communities.qld.gov.au/gateway/about-us/customer-service-complaints-and-complaints>

2016–17 achievements

- implemented new complaints management policy, procedure and guidelines that better define a complaint rather than an issue, which can be addressed routinely as a request for service (previously, issues were reported as complaints)
- provided training to staff in the use of the department's complaint management system RESOLVE
- initiated a major review of the complaints management system RESOLVE to consolidate the various databases into one system
- developed and provided complaints management reporting to all regions
- reported complaints management performance bi-annually, including trend analysis and focus reports to the department's Service Delivery Leadership Forum
- conducted a complaints management survey for complaints in 2016, developed an action plan based on the results, and started to implement the action plan
- introduced self-auditing of complaints management across the department
- developed a memorandum of understanding with the Office of the Public Guardian for the management of child safety complaints
- finalised all complaint management recommendations from the 2013 Queensland Child Protection Commission of Inquiry, the 2014–15 Queensland Ombudsman's review, and internal audits
- finalised four of the five complaint management recommendations of the 2016 Queensland Ombudsman review.

for complaints in 2017 and implement the recommendations

- develop a memorandum of understanding with the Office of the Public Guardian for the management of disability complaints
- focus on improving the management of complaints within agreed timeframes.

2017 complainant survey results

Market and Communications Research conducted a survey of the department's complainants in May 2017 to understand overall client satisfaction with the complaint process.

The sample size consisted of 320 complaint management cases closed between January and December 2016, across the following regions:

CBD	47
Brisbane	29
South West	54
South East	58
North Coast	65
Central	25
North Queensland	31
Far North Queensland	11
Total	320

Due to a number of improvements made between the 2016 and 2017 surveys, the 2017 survey will now serve as the department's benchmark for ongoing surveys.

In 2017–18 we will:

- finalise the remaining recommendation of the 2016 Queensland Ombudsman review of complaints management
- implement the new RESOLVE complaint management system with a focus on change management and systems training for all staff managing complaints
- continue implementing self-auditing across all areas managing complaints
- undertake a complaint management survey

The final survey results for 2017 were:



Mean score (on a scale of 1 to 5 where 1 is very dissatisfied and 5 is very satisfied)

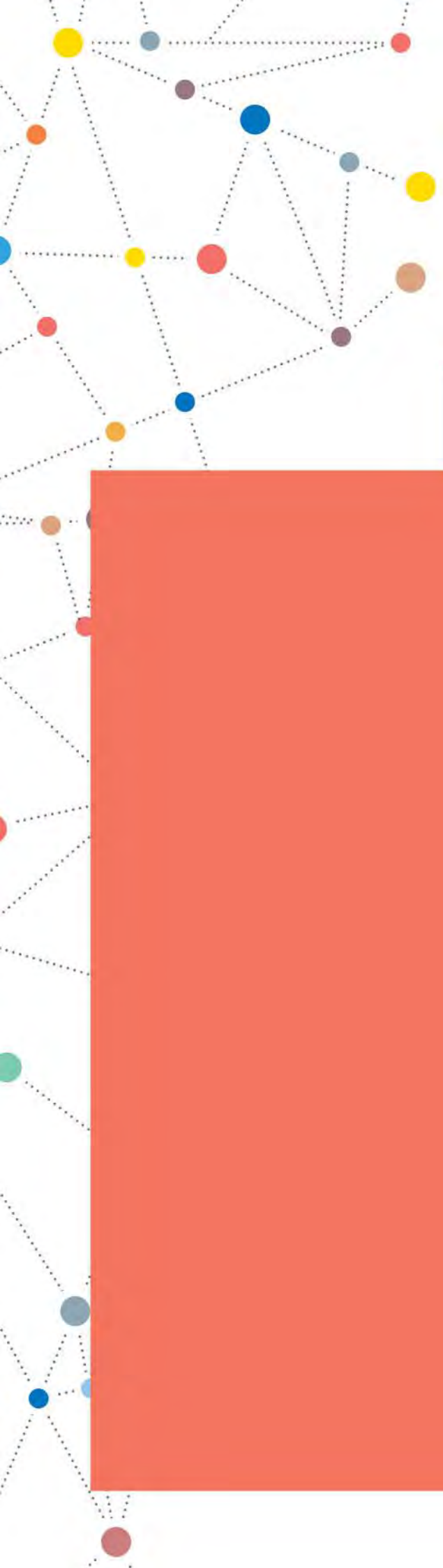
Base: All respondents, not applicables have been removed

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

Record-keeping

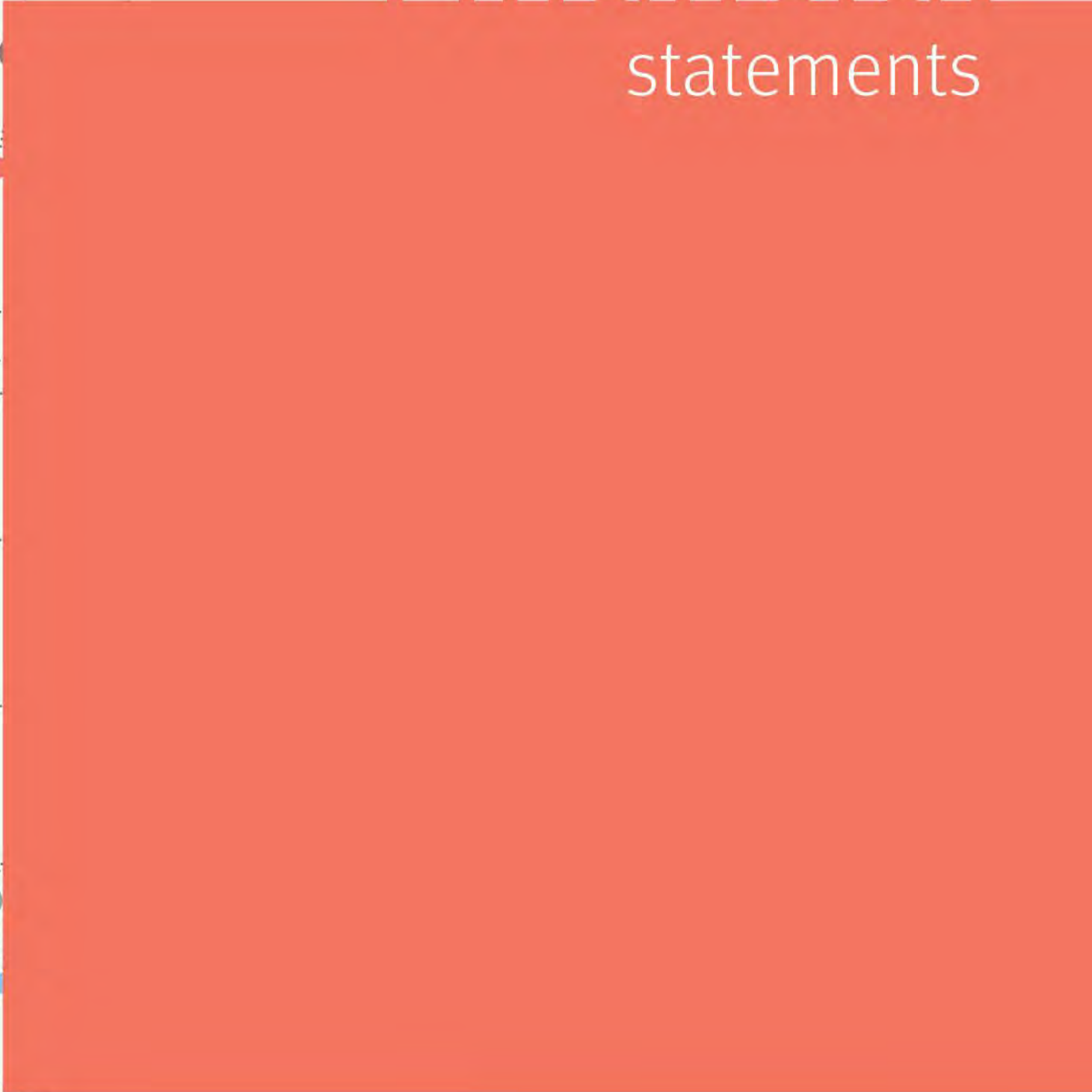
As a Queensland Government agency, we meet the accountability requirements of the *Public Records Act 2002*, as well as other whole-of-government policies and standards, including Information Standard 40: Recordkeeping and Information Standard 31: Retention and disposal of public records.

During 2016–17, the department demonstrated its commitment to compliant record-keeping practices by:



Financial

statements



Department of Communities, Child Safety and Disability Services
Financial Statements
for the year ended 30 June 2017

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Department of Communities, Child Safety and Disability Services
Statement of Comprehensive Income - Controlled
for the year ended 30 June 2017

	Note	Actual 2017 \$'000	Adjusted Budget 2017 \$'000	Budget Variance 2017 \$'000	Restated# Actual 2016 \$'000
Income from Continuing Operations					
Appropriation revenue #	B1-1	2,783,412	2,821,909	(38,497)	2,624,087
User charges and fees		24,857	21,766	3,091	23,263
Grants and other contributions		11,332	822	10,510	39,668
Interest		136	121	15	333
Reversal of revaluation decrement		13,404	-	13,404	1,900
Other revenue	B1-2	14,223	1,500	12,723	17,054
Total revenue		2,847,364	2,846,118	1,246	2,706,305
Gains on disposal/re-measurement of assets		48	-	48	18
Total Income from Continuing Operations		2,847,412	2,846,118	1,294	2,706,323
Expenses from Continuing Operations					
Employee expenses	B2-1	571,847	593,977	(22,130)	566,986
Supplies and services #	B2-2	1,981,446	2,059,796	(78,350)	1,917,372
Grants and subsidies	B2-3	176,311	156,441	19,870	162,039
Depreciation and amortisation		26,974	30,225	(3,251)	28,418
Impairment losses		(52)	500	(552)	530
Revaluation decrement		2,627	-	2,627	805
Other expenses #	B2-4	58,652	5,179	53,473	10,934
Total Expenses from Continuing Operations		2,817,805	2,846,118	(28,313)	2,687,084
Operating Result from Continuing Operations		29,607	-	29,607	19,239
Operating Result for the Year		29,607	-	29,607	19,239
Total Comprehensive Income		29,607	-	29,607	19,239

Refer to Note F3 for details of prior year adjustments made to comparative year.

The accompanying notes form part of these financial statements.

**Department of Communities, Child Safety and Disability Services
Statement of Comprehensive Income by Major Departmental Services - Controlled
for the year ended 30 June 2017**

	Disability Services		Child and Family Services		Community Services		General - Not Attributed [^]		Total 2016# \$'000
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	
Income from Continuing Operations									
Appropriation revenue #	1,542,967	1,495,440	1,025,423	943,070	215,023	185,577	-	-	2,783,412
User charges and fees	4,395	3,868	598	448	10,734	10,384	9,129	8,563	24,857
Grants and other contributions	4,630	37,654	578	397	6,124	1,617	-	-	11,332
Interest	136	333	-	-	-	-	-	-	136
Reversal of revaluation decrement	5,165	(1,137)	746	3,377	7,494	(340)	-	-	13,404
Other revenue	12,788	16,351	992	564	443	139	-	-	14,223
Total revenue	1,570,081	1,552,509	1,028,337	947,856	239,818	197,377	9,129	8,563	2,847,364
Gains on disposal/re-measurement of assets	13	16	-	1	35	1	-	-	48
Total Income from Continuing Operations	1,570,094	1,552,525	1,028,337	947,857	239,853	197,378	9,129	8,563	2,847,412
Expenses from Continuing Operations									
Employee expenses	276,336	283,182	252,628	242,154	37,174	36,344	5,709	5,306	571,847
Supplies and services #	1,195,545	1,222,424	607,240	557,271	175,242	134,420	3,420	3,256	1,981,446
Grants and subsidies	31,641	20,685	133,931	131,781	10,740	9,573	-	-	176,311
Depreciation and amortisation	11,165	11,573	13,292	13,440	2,517	3,405	-	-	26,974
Impairment losses	(107)	360	56	170	(1)	-	-	-	(52)
Revaluation decrement	(152)	358	3,308	339	(529)	108	-	-	2,627
Other expenses #	38,759	4,471	16,906	2,701	2,987	3,762	-	-	58,652
Total Expenses from Continuing Operations	1,553,187	1,543,053	1,027,361	947,856	228,130	187,612	9,129	8,562	2,817,805
Operating Result from Continuing Operations	16,907	9,472	976	1	11,723	9,766	-	1	19,239
Operating Result for the Year	16,907	9,472	976	1	11,723	9,766	-	1	19,239
Total Comprehensive Income	16,907	9,472	976	1	11,723	9,766	-	1	19,239

[^] Transactions are related to the Memorandum of understanding in providing services to the Department of Aboriginal and Torres Strait Islander Partnerships and the Department of Justice and Attorney-General.

Refer to Note F3 for details of prior year adjustments made to comparative year.

Department of Communities, Child Safety and Disability Services
 Balance Sheet - Controlled
 as at 30 June 2017

As at 1 July

	Note	Actual 2017 \$'000	Adjusted Budget 2017 \$'000	Budget Variance* 2017 \$'000	Restated# Actual 2016 \$'000	2015# Actual \$'000
Current Assets						
Cash and cash equivalents	C1	204,270	106,378	97,892	136,654	124,504
Loans and receivables	C2	23,022	21,451	1,571	19,840	200,798
Other current assets		5,873	4,874	999	5,907	4,874
		<u>233,165</u>	<u>132,703</u>	<u>100,462</u>	<u>162,401</u>	<u>330,176</u>
Non-current assets classified as held for sale	C3	820	-	820	685	516
Total Current Assets		<u>233,985</u>	<u>132,703</u>	<u>101,282</u>	<u>163,086</u>	<u>330,692</u>
Non-Current Assets						
Loans and receivables #	C2	5,237	-	5,237	9,071	6,439
Property, plant and equipment	C4	305,164	291,714	13,450	307,853	303,996
Intangibles	C5	31,709	46,346	(14,637)	40,681	51,381
Total Non-Current Assets		<u>342,110</u>	<u>338,060</u>	<u>4,050</u>	<u>357,605</u>	<u>361,816</u>
Total Assets		<u>576,095</u>	<u>470,763</u>	<u>105,332</u>	<u>520,691</u>	<u>692,508</u>
Current Liabilities						
Payables	C6	79,935	21,135	58,800	26,030	201,334
Accrued employee benefits	C7	26,016	21,304	4,712	24,330	21,304
Provisions		208	47	161	397	47
Other current liabilities		1,688	42	1,646	47	42
Total Current Liabilities		<u>107,847</u>	<u>42,528</u>	<u>65,319</u>	<u>50,804</u>	<u>222,727</u>
Non-Current Liabilities						
Payables #	C6	5,237	-	5,237	9,071	6,439
Provisions		1,972	2,522	(550)	1,847	2,522
Total Non-Current Liabilities		<u>7,209</u>	<u>2,522</u>	<u>4,687</u>	<u>10,918</u>	<u>8,961</u>
Total Liabilities		<u>115,056</u>	<u>45,050</u>	<u>70,006</u>	<u>61,722</u>	<u>231,688</u>
Net Assets		<u>461,039</u>	<u>425,713</u>	<u>35,326</u>	<u>458,969</u>	<u>460,820</u>
Equity						
Contributed equity		467,366	474,211		494,903	515,993
Accumulated surplus (deficit)		(6,327)	(48,498)		(35,934)	(55,173)
Total Equity		<u>461,039</u>	<u>425,713</u>	<u>35,326</u>	<u>458,969</u>	<u>460,820</u>

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

Refer to Note F3 for details of prior year adjustments made to comparative year.

The accompanying notes form part of these financial statements.

**Department of Communities, Child Safety and Disability Services
Statement of Assets and Liabilities by Major Departmental Services - Controlled
as at 30 June 2017**

	Disability Services			Child and Family Services			Community Services			General - not attributed [^]		Total 2016# \$'000
	2017 \$'000	2016 \$'000	2017 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000		
Current Assets												
Cash and cash equivalents	121,948	70,925	44,615	28,907	36,822	-	-	204,270	136,654			
Loans and receivables	12,392	10,219	8,877	8,237	1,384	-	-	23,022	19,840			
Other current assets	2,467	2,661	2,343	2,179	1,067	-	-	5,873	5,907			
	136,807	83,805	55,835	39,323	39,273	-	-	233,165	162,401			
Non-current assets classified as held for sale	270	-	310	355	330	-	-	820	685			
Total Current Assets	137,077	83,805	56,145	39,678	40,763	39,603	39,603	233,985	163,086			
Non-Current Assets												
Loans and receivables #	3,434	4,457	1,416	3,263	1,351	-	-	5,237	9,071			
Property, plant and equipment	168,046	161,876	46,238	63,326	82,651	-	-	305,164	307,853			
Intangibles	7,919	11,678	21,086	27,677	1,326	-	-	31,709	40,681			
Total Non-Current Assets	179,399	178,011	68,740	94,266	85,328	85,328	85,328	342,110	357,605			
Total Assets	316,476	261,816	124,885	133,944	124,931	134,734	124,931	576,095	520,691			
Current Liabilities												
Payables	43,427	9,665	30,648	11,535	4,831	-	-	79,935	26,030			
Accrued employee benefits	13,391	12,975	11,164	10,093	1,262	-	-	26,016	24,330			
Provisions	208	21	-	376	-	-	-	208	397			
Other current liabilities	-	-	1,548	46	140	-	-	1,688	47			
Total Current Liabilities	57,026	22,661	43,360	22,050	6,093	6,093	6,093	107,847	50,804			
Non-Current Liabilities												
Payables #	3,434	4,457	1,416	3,263	1,351	-	-	5,237	9,071			
Provisions	545	754	1,367	1,034	59	-	-	1,972	1,847			
Total Non-Current Liabilities	3,979	5,211	2,783	4,297	1,410	1,410	1,410	7,209	10,918			
Total Liabilities	61,005	27,872	46,143	26,347	7,908	7,503	7,503	115,056	61,722			

[^] Transactions are related to the Memorandum of understanding in providing services to the Department of Aboriginal and Torres Strait Islander Partnerships and the Department of Justice and Attorney-General.

Refer to Note F3 for details of prior year adjustments made to comparative year.

Department of Communities, Child Safety and Disability Services
Statement of Changes in Equity - Controlled
for the year ended 30 June 2017

	Contributed Equity \$'000	Accumulated Surplus/ (Deficit) \$'000	Total \$'000
Balance as at 1 July 2015	515,993	(55,173)	460,820
Operating Result			
Operating result from continuing operations	-	19,239	19,239
Total Comprehensive Income for the Year	-	19,239	19,239
Transactions with Owners as Owners			
- Net equity withdrawals (Note C8-2)	(15,194)	-	(15,194)
- Other	(5,896)	-	(5,896)
Net Transactions with Owners as Owners	(21,090)	-	(21,090)
Balance as at 30 June 2016	494,903	(35,934)	458,969
Operating Result			
Operating result from continuing operations	-	29,607	29,607
Total Comprehensive Income for the Year	-	29,607	29,607
Transactions with Owners as Owners			
- Net equity withdrawals (Note C8-2)	(22,390)	-	(22,390)
- Net transfers in/(out) from other Queensland Government entities - other (Note C8-1)	(5,147)	-	(5,147)
Net Transactions with Owners as Owners	(27,537)	-	(27,537)
Balance as at 30 June 2017	467,366	(6,327)	461,039

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Statement of Cash Flows - Controlled
for the year ended 30 June 2017

	Note	Actual 2017 \$'000	Adjusted Budget 2017 \$'000	Budget Variance* 2017 \$'000	Actual 2016 \$'000
Cash Flows from Operating Activities					
<i>Inflows:</i>					
Service appropriation receipts		2,780,900	2,821,909	(41,009)	2,717,326
User charges and fees		22,333	21,766	567	23,058
Grants and other contributions		9,336	822	8,514	119,761
GST input tax credits received from ATO		186,286	233,396	(47,110)	183,025
GST collected from customers		3,474	2,402	1,072	1,060
Interest receipts		136	121	15	333
Other		13,671	1,463	12,208	17,339
<i>Outflows:</i>					
Employee expenses		(569,234)	(593,977)	24,743	(565,315)
Supplies and services		(1,977,804)	(2,059,796)	81,992	(2,096,397)
Grants and subsidies		(175,899)	(156,441)	(19,458)	(161,145)
GST paid to suppliers		(187,057)	(233,396)	46,339	(180,758)
GST remitted to ATO		(3,474)	(2,402)	(1,072)	(1,060)
Other		(1,917)	(5,449)	3,532	(2,582)
Net Cash Provided by Operating Activities	CF-1	100,751	30,418	70,333	54,645
Cash Flow from Investing Activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		8,667	13,799	(5,132)	869
<i>Outflows:</i>					
Payments for property, plant and equipment		(14,586)	(23,153)	8,567	(25,585)
Payments for intangible assets		(4,301)	(9,426)	5,125	(3,231)
Net Cash Used in Investing Activities		(10,220)	(18,780)	8,560	(27,947)
Cash Flows from Financing Activities					
<i>Inflows:</i>					
Equity injections		30	1,192	(1,162)	2,555
<i>Outflows:</i>					
Equity withdrawals		(22,945)	(16,370)	(6,575)	(17,103)
Net Cash Provided by Financing Activities		(22,915)	(15,178)	(7,737)	(14,548)
Net increase in cash and cash equivalents		67,616	(3,540)	71,156	12,150
Cash and Cash Equivalents - Opening balance		136,654	109,918	26,736	124,504
Cash and Cash Equivalents - Closing balance	C1	204,270	106,378	97,892	136,654

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

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Statement of Cash Flows - Controlled
for the year ended 30 June 2017

Notes to the Statement of Cash Flows

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

	2017	2016#
	\$'000	\$'000
Operating Result for the Year	29,607	19,239
<i>Non-cash items included in operating result</i>		
Reversal of revaluation decrement	(13,404)	(1,900)
Revaluation decrement	2,626	805
Depreciation and amortisation expense	26,974	28,418
Donated assets and services received	(1,978)	-
Loss (gain) on disposal of non-current assets	1,018	1,944
Impairment losses	-	323
<i>Change in assets and liabilities</i>		
(Increase) decrease in GST input tax credits receivable	(771)	2,267
(Increase) decrease in receivables #	1,423	181,330
(Increase) decrease in other assets	35	(1,033)
Increase (decrease) in payables #	50,071	(180,724)
Increase (decrease) in accrued employee benefits	1,685	3,026
Increase (decrease) in other liabilities	3,465	950
Net Cash Provided by Operating Activities	100,751	54,645

Refer to Note F3 for details of prior year adjustments made to comparative year.

Department of Communities, Child Safety and Disability Services
Statement of Comprehensive Income - Administered
for the year ended 30 June 2017

	Note	Actual 2017 \$'000	Original Budget 2017 \$'000	Budget Variance* 2017 \$'000	Actual 2016 \$'000
Income from Continuing Operations					
Administered appropriation revenue	G1-1	416,504	389,722	26,782	242,426
Grants and other contributions		30,130	5,909	24,221	27,686
Total Income from Continuing Operations		446,634	395,631	51,003	270,112
Expenses from Continuing Operations					
Employee expenses		3,945	-	3,945	602
Supplies and services	G1-2	12,180	-	12,180	882
Grants and subsidies	G1-3	395,502	392,892	2,610	243,207
Impairment losses		1	-	1	2
Other expenses	G1-4	53,656	-	53,656	1,133
Total Expenses from Continuing Operations		465,284	392,892	72,392	245,826
Operating Result from Continuing Operations		(18,650)	2,739	(21,389)	24,286
Operating Result for the Year		(18,650)	2,739	(21,389)	24,286
Total Comprehensive Income		(18,650)	2,739	(21,389)	24,286

* An explanation of major variances is included at Note G1-9

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Balance Sheet - Administered
as at 30 June 2017

	Note	Actual 2017 \$'000	Original Budget 2017 \$'000	Budget Variance* 2017 \$'000	Actual 2016 \$'000
Current Assets					
Cash and cash equivalents		75,596	5,098	70,498	7,568
Receivables	G1-5	-	1,611	(1,611)	2,704
Total Current Assets		75,596	6,709	68,887	10,272
Total Assets		75,596	6,709	68,887	10,272
Current Liabilities					
Payables	G1-6	104,009	16,419	87,590	19,161
Provisions	G1-7	1,364	-	1,364	2,238
Total Current Liabilities		105,373	16,419	88,954	21,399
Total Liabilities		105,373	16,419	88,954	21,399
Net Assets		(29,777)	(9,710)	(20,067)	(11,127)
Equity					
Contributed equity		-	-	-	-
Accumulated surplus (deficit)		(29,777)	(9,710)		(11,127)
Total Equity		(29,777)	(9,710)		(11,127)

* An explanation of major variances is included at Note G1-9

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Statement of Changes in Equity - Administered
for the year ended 30 June 2017

	Accumulated Surplus/(Deficit) \$'000	Total \$'000
Balance as at 1 July 2015	(35,413)	(35,413)
Operating Result		
Operating result from continuing operations	24,286	24,286
Total Comprehensive Income for the Year	24,286	24,286
Balance as at 30 June 2016	(11,127)	(11,127)
Operating Result		
Operating result from continuing operations	(18,650)	(18,650)
Total comprehensive income for the year	(18,650)	(18,650)
Balance as at 30 June 2017	(29,777)	(29,777)

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Statement of Cash Flows - Administered
for the year ended 30 June 2017

	Note	Actual 2017 \$'000	Actual 2016 \$'000
Cash Flows from Operating Activities			
<i>Inflows:</i>			
Administered appropriation revenue		417,857	237,844
Grants and other contributions		30,130	27,794
GST input tax credits received from ATO		16,536	15,661
GST collected from customers		562	2,799
<i>Outflows:</i>			
Employee expenses		(2,845)	(1,079)
Supplies and services		(9,334)	(3,782)
Grants and subsidies		(369,115)	(237,557)
GST paid to suppliers		(15,185)	(15,654)
GST remitted to ATO		650	(2,799)
Other		(1,228)	(1,249)
Net Cash Provided by Operating Activities	CF-2	68,028	21,978
Net increase (decrease) in cash and cash equivalents		68,028	21,978
Cash and Cash Equivalents - Opening balance		7,568	(14,410)
Cash and Cash Equivalents - Closing balance		75,596	7,568

The accompanying notes form part of these financial statements.

Department of Communities, Child Safety and Disability Services
Statement of Cash Flows - Administered
for the year ended 30 June 2017

Notes to the Statement of Cash Flows - Administered

CF-2 Reconciliation of Operating Result to Net Cash Provided by
Operating Activities - Administered

	2017 \$'000	2016 \$'000
Operating Result for the Year	(18,650)	24,286
<i>Change in assets and liabilities</i>		
(Increase) decrease in GST input tax credits receivable	1,351	7
(Increase) decrease in receivables	1,353	(1,246)
(Increase) decrease in other assets	-	-
Increase (decrease) in payables	82,538	2,742
Increase (decrease) in accrued employee benefits	1,098	(476)
Increase (decrease) in provisions	(874)	(106)
Increase (decrease) in GST payables	1,212	
Increase (decrease) in other liabilities	-	(3,229)
Net Cash Provided by Operating Activities	68,028	21,978

A1 Basis of Financial Statement Preparation

A1-1 The Reporting Entity

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

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

The major departmental services undertaken by the department are disclosed in the Statement of Comprehensive Income by Major Departmental Services - Controlled, and are further detailed in 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 2016.

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 2015-16 financial statements except where restated for a prior period error (refer to Note F3).

Current/Non-Current Classification

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

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

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

A1 Basis of Financial Statement Preparation (continued)

A1-3 Presentation (continued)

Measurement

The historical cost convention is used unless fair value is stated as the measurement basis.

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 Administered Transactions and Balances

The department administers, but does not control, certain activities on behalf of the Government. In doing so, it has responsibility for administering those activities (and related transactions and balances) efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives.

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.

The department's administered ledger is used to administer community recovery disaster costs and the subsequent reimbursement of those costs from the Queensland Reconstruction Authority (QRA) under federal-state Natural Disaster Relief and Recovery Arrangements (NDRAA) guidelines and associated state government programs. Revenues associated with disaster recovery claims are recognised as grants. Administered transactions also include the payment of concessions (such as electricity rebates) to eligible recipients (refer to Note G1-3).

The Queensland Government's contribution to the National Disability Insurance Agency (NDIA) and the department's intergovernmental repayments under the Bilateral Agreement are recognised as grant payments in the administered ledger (refer to Note G1-3).

A1-6 Taxation

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

A1-7 Accounting Estimates and Judgments

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

Note C4-5	Fair Value Measurement
Note C4-6	Basis For Fair Values of Assets
Note G1-7	Administered - Provisions and Contingencies

A1 Basis of Financial Statement Preparation (continued)

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

The department did not voluntarily change any of its accounting policies during 2016-17.

No Australian Accounting Standards have been early adopted for 2016-17.

The only Australian Accounting Standard that became effective for the first time in 2016-17 is AASB 124 *Related Party Disclosures*. This standard requires note disclosures about relationships between a parent entity and its controlled entities, key management personnel (KMP) remuneration expenses and other related party transactions, and does not impact on financial statement line items. As Queensland Treasury already required disclosure of KMP remuneration expenses, AASB 124 itself had minimal impact on the department's Non-Ministerial KMP disclosures compared to 2015-16 (refer to Note F1). However, the standard has resulted in the department's responsible Ministers being identified as part of the department's KMP as from 2016-17. Material related party transactions for 2016-17 are disclosed in Note F2. No comparative information about related party transactions is required in respect of 2015-16.

A2 Departmental Objectives

The department is committed to enabling vulnerable Queenslanders to improve their lives by investing in and providing effective and innovative services.

The department's key objectives are:

- for our clients: improve wellbeing, resilience, safety and participation;
- for communities: improve liveability, inclusion and cohesion;
- for our partners: improve capability, sustainability and productivity of social service systems in Queensland.

The major services delivered by the department and through funded non-government organisations are as follows:

- **Disability Services:** enables Queenslanders with disability to have choice, control and opportunities in their lives through access to disability services and support such as personal care, accommodation and carer support, respite, community access, therapy and learning and skill development. Disability Services supports the transition to the National Disability Insurance Scheme (NDIS).
- **Child and Family Services:** enables 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 and leads and facilitates the delivery of family support, child protection and adoption services.
- **Community Services:** enables vulnerable individuals, families and groups including seniors, carers, women, young people, people from culturally and linguistically diverse backgrounds to access services and participate in their communities, and invests in services for people impacted by domestic and family violence. Community Services is responsible for social and human recovery in disaster-impacted communities.

The department is funded for the departmental services it delivers principally by parliamentary appropriations. It also provides the following on a fee for service basis:

- Various corporate services functions provided to the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and the Department of Justice and Attorney-General (DJAG) via a memorandum of understanding agreement.
- Adoption services.

A3 Machinery-of-Government Changes

In response to Recommendation 85 of the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report of the Queensland Domestic and Family Violence Taskforce, responsibility for Specialist Homelessness Services for women and children escaping domestic violence (accommodation and non-accommodation services), excluding policy and planning, was transferred from the Department of Housing and Public Works (DHPW) to the department from 1 July 2016. The transfer was published on 29 July 2016 under Public Service Departmental Arrangement Notice (No. 3) 2016.

Budgeted appropriation revenue of \$27.856 million (controlled) was reallocated from DHPW to the department for providing Specialist Homelessness Services as part of the Machinery-of-Government (MoG) transfer. To implement these administration changes, six positions were also transferred to the department.

A4 National Disability Insurance Scheme

The department is in the formative stages of transitioning its services to the National Disability Insurance Scheme (NDIS).

The department has commenced progressively withdrawing from the delivery of specialist disability services as most of its disability service clients transfer to the NDIA. As clients transition, existing service providers of the department will no longer be funded by the department to deliver services to eligible NDIS clients (refer to Note D3-4) and the department will experience a reduction in its workforce (refer to Note D2-3).

The department continues making payments to the NDIA for the NDIS pursuant to Section 179 *National Disability Insurance Act 2013* and in accordance with the Bilateral Agreement between the Commonwealth and Queensland. The Bilateral Agreement requires Queensland Government to pay money to the NDIA for the purpose of funding reasonable and necessary support for participants in the NDIS. These payments are recognised as administered grants (refer to Note A1-5).

B1 Revenue

B1-1 Appropriation Revenue

	2017 \$'000	2016 \$'000
Reconciliation of Payments from Consolidated Fund to Appropriation Revenue Recognised in Operating Result		
Budgeted appropriation revenue	2,794,221	2,670,584
Transfers from/to other departments - redistribution of public business	27,856	-
Transfers to administered services	(28,135)	-
Lapsed appropriation revenue	(13,042)	-
Unforeseen expenditure	-	46,742
Total Appropriation Receipts (cash)	2,780,900	2,717,326
Less: Opening balance of appropriation revenue receivable	-	(95,947)
Less: Opening balance of non current appropriation revenue receivable	(9,071)	(6,439)
Plus: Closing balance of non current appropriation revenue receivable	5,237	9,071
Plus: Opening balance of departmental services revenue payable	6,346	76
Less: Closing balance of departmental services revenue payable	(53,840)	(6,346)
Net Appropriation Revenue	2,729,572	2,617,741
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	53,840	6,346
Appropriation Revenue Recognised in Statement of Comprehensive Income	2,783,412	2,624,087

Appropriations provided under the *Appropriation Act 2016* 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 Note F3).

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' appropriations (refer to Note G1-1).

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
for the year ended 30 June 2017

B1 Revenue (continued)

B1-2 Other Revenue	2017	2016
	\$'000	\$'000
Bad debts recovered	37	-
Expenditure recoveries	138	170
Grant and service procurement refunds ^	13,478	16,452
Other	570	432
Total	14,223	17,054

^ These refunds relate to the return of prior year unspent funds by non-government organisations.

B2 Expenses

B2-1 Employee Expenses	2017	2016
	\$'000	\$'000
Employee Benefits		
Wages and salaries*	439,927	440,758
Employer superannuation contributions	57,011	55,680
Annual leave levy*	46,192	44,927
Long service leave levy	9,189	9,946
Other employee benefits	7,154	4,709
	559,473	556,020
Employee Related Expenses		
Workers' compensation premium	9,612	8,338
Other employee related expenses	2,762	2,628
	12,374	10,966
Total	571,847	566,986

* Reclassified special leave expense \$2.135M (2015-16 \$1.719M) from annual leave levy to wages and salaries.

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

	2017	2016
	No.	No.
Number of full-time equivalent employees	5,918	5,978

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.

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.

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

(iii) Superannuation

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

Defined Contribution Plan - 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 employee benefits and is recognised separately as employee related expenses.

KMP and remuneration disclosures are detailed in Note F1.

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
for the year ended 30 June 2017

B2 Expenses (continued)

B2-2 Supplies and Services	2017	2016
	\$'000	\$'000
Service procurement		
Disability Services	992,810	1,015,805
Community Care	148,216	147,674
Child and Family Services	532,990	486,840
Communities, Women and Youth	113,326	78,331
Multicultural Affairs	2,596	2,170
Domestic and Family Violence	28,054	24,570
Seniors	7,961	7,426
Operating lease rentals * #	50,337	54,578
Professional and technical fees	33,073	27,332
Computer operating costs	15,464	16,438
Outsourced corporate services	12,692	13,410
Repairs and maintenance	8,410	9,631
Property operational costs	9,722	9,142
Administration costs	4,189	3,927
Minor plant and equipment	3,892	3,873
Travel	6,042	5,677
Telecommunications	5,518	5,151
Consultancies	1,501	996
Other	4,653	4,401
Total	1,981,446	1,917,372

* 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.

Refer to Note F3 for details of prior year adjustments made to comparative year.

B2-3 Grants and Subsidies	2017	2016
	\$'000	\$'000
Disability Services	31,571	20,335
Community Care	69	350
Child and Family Services	133,886	131,768
Communities, Women and Youth	7,713	6,775
Multicultural Affairs Queensland	1,342	1,364
Domestic and Family Violence	1,203	1,091
Seniors	246	342
Donations and gifts	281	14
Total	176,311	162,039

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
for the year ended 30 June 2017

B2 Expenses (continued)

B2-4 Other Expenses

	2017	2016
	\$'000	\$'000
Departmental services revenue refundable #	53,840	6,346
Net losses on disposal of property, plant and equipment	1,066	1,962
Insurance premiums — Queensland Government Insurance Fund	1,815	1,809
External audit fees *	365	393
Special payments - Ex gratia payments ^	186	190
Special payments - Employee incentive scheme^^	506	-
Special payments - State Government Entities Certified Agreement 2015	-	187
Other	874	47
Total	58,652	10,934

* The Auditor-General of Queensland is the department's external auditor. Total external audit fees relating to the 2016-17 financial year are estimated to be \$0.375M (2015-16 \$0.395M). 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. Special payments during 2016-17 include :

^ 4 payments above \$5,000 totalling \$35,525 relating to reimbursing carers for damage caused by children in departmental care.

^^ 24 payments over \$5,000 totalling \$0.506M relating to employee incentive payments made to employees who transferred to NDIA under the First Offer of Employment arrangement before the NDIS Incentives Approach was approved. Expenses incurred for employees accessing the NDIS Incentive Scheme after endorsement are recognised under Other Employee Benefits (refer to Note B2-1).

Refer to Note F3 for details of prior year adjustments made to comparative year.

C1 Cash and Cash Equivalents

	2017	2016
	\$'000	\$'000
Cash on hand	35	39
Cash at bank	204,235	136,615
Total	204,270	136,654

For the purposes of the Balance Sheet and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June.

C2 Loans and Receivables

	2017	2016
	\$'000	\$'000
Current		
Trade and other debtors	5,323	2,014
Less: Allowance for impairment loss	(63)	(409)
	5,260	1,605
GST input tax credits receivable	6,139	5,368
Annual leave reimbursements	9,161	9,973
Long service leave reimbursements	2,462	2,885
Loans receivable	-	9
Total	23,022	19,840

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

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

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
for the year ended 30 June 2017

C2 Loans and Receivables (continued)	2017	2016
	\$'000	\$'000
Non Current		
Deferred appropriation revenue receivable#	5,237	9,071
Total	5,237	9,071

Refer to note F3 for details of prior year adjustments made to comparative year.

C3 Non-Current Assets Held for Sale	2017	2016
	\$'000	\$'000
Land held for sale	395	270
Buildings held for sale	425	415
Total	820	685

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, for which their sale is highly probable within the next twelve months. When an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

C4 Property, Plant and Equipment

C4-1 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.

C4-2 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 all other costs incurred in getting the assets ready for use, including architect's fees and engineering design fees.

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 is 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 (refer to Note C4-6).

C4 Property, Plant and Equipment (continued)

C4-2 Measurement (continued)

The cost of items acquired during the financial year have been judged by management to materially represent their fair value at the end of the reporting period.

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.

A revaluation of the department's land and building assets was undertaken by independent professional valuers, Australian Pacific Valuers (APV) in 2016-17 (refer to Note C4-6).

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.

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. APV supplies the indices and provides assurance of their robustness, validity and appropriateness for application to the relevant assets.

Management assesses and confirms the relevance and suitability of indices provided by APV based on the department's own particular circumstances.

The department depleted its asset revaluation reserve in the 2011-12 financial year and a \$201 million revaluation decrement was recognised. The decrement was due to the revaluation of rental housing stock at fair value prior to the asset transfer to the DHPW. The fair value of the housing stock was significantly lower than the book value due to economic factors impacting on the property market at that time.

In accordance with accounting standards, the revaluation increment on the department's buildings in 2016-17 will be recognised as revenue in the Statement of Comprehensive Income, as a reversal of the revaluation decrement. The revaluation decrement on the department's land assets in 2016-17 will be recognised as a decrement expense in the Statement of Comprehensive Income.

Non-current physical assets are assessed for indicators of impairment on an annual basis.

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

C4-3 Depreciation of Property, Plant and Equipment

Land is not depreciated as it has an unlimited useful life.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, progressively over its estimated useful life to the department. 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.

The transition to the NDIS was considered when assessing the remaining useful lives of the department's improvement on leasehold assets.

C4 Property, Plant and Equipment (continued)

C4-3 Depreciation of Property, Plant and Equipment (continued)

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

Asset	Range of Useful Life	Average Useful Life
Buildings	5 - 113 years	64.55 years
Buildings	23 - 92 years	66.18 years
Site Improvements	5 - 113 years	44.34 years
Plant and Equipment	1 - 24 years	9.48 years

C4-4 Closing Balances and Reconciliations of Carrying Amount

Property, Plant and Equipment Reconciliation at 30 June 2017	2017 \$'000	2016 \$'000
Land		
At fair value	85,168	94,824
Buildings		
At fair value	228,089	224,381
Less accumulated depreciation	(39,585)	(50,338)
	188,504	174,043
Plant and equipment		
At cost	95,121	130,082
Less accumulated depreciation	(71,818)	(100,604)
	23,303	29,478
Capital works in progress		
At cost	8,189	9,508
Total	305,164	307,853

Represented by Movements in Carrying Amount:	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Capital works in progress \$'000	Total \$'000
Carrying amount at 1 July 2015	95,940	165,972	37,967	4,117	303,996
Acquisitions (including upgrades)	-	-	2,892	17,648	20,540
Disposals	(46)	(1,549)	(668)	(221)	(2,484)
Assets reclassified as held for sale	(276)	(207)	-	-	(483)
Transfers between asset classes	11	11,756	269	(12,036)	-
Net revaluation increments/ (decrements) in operating surplus	(805)	1,900	-	-	1,095
Depreciation	-	(3,829)	(10,982)	-	(14,811)
Carrying amount at 30 June 2016	94,824	174,043	29,478	9,508	307,853
Carrying amount at 1 July 2016	94,824	174,043	29,478	9,508	307,853
Acquisitions (including upgrades)	450	1,529	1,935	11,216	15,130
Disposals	-	(234)	(720)	-	(954)
Transfers out to other Queensland Government entities	(782)	(4,365)	-	-	(5,147)
Assets reclassified as held for sale *	(7,143)	(1,652)	-	-	(8,795)
Transfers between asset classes	446	9,231	2,858	(12,535)	-
Net revaluation increments/ (decrements) in operating surplus	(2,627)	13,404	-	-	10,777
Depreciation	-	(3,452)	(10,248)	-	(13,700)
Carrying amount at 30 June 2017	85,168	188,504	23,303	8,189	305,164

* In 2016-17, The department sold land and improvements at 84 Kedron Park Rd, Woolloowin at a market value of \$7.77 million (excluding GST) to the Department of Education and Training (DET).

C4 Property, Plant and Equipment (continued)

C4-5 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 - depreciated 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.

Fair values relating to forty-six land assets to the value of \$2.640M (\$3.243M after revaluation) transferred from level 2 to level 3 during the reporting period. The assets have been identified as reserved land. In accordance with NCAPs, land restricted for sale is assessed at level 3 fair value hierarchy.

Fair values relating to twenty-eight building assets to the value of \$15.129M (\$16.447M after revaluation) transferred from level 2 to level 3 during the reporting period. APV identified the assets as specialised buildings with no discernible market.

Fair values relating to three assets to the value of \$0.932M (\$0.722M after revaluation) transferred from level 3 to level 2 during the reporting period. APV identified the assets as residences (or attached to residences) and exchangeable on the market.

Categorisation of Assets Measured at Fair Value

	Level 2 \$'000		Level 3 \$'000		Total Carrying Amount \$'000	
	2017	2016	2017	2016	2017	2016
Land	81,863	94,763	3,305	61	85,168	94,824
Buildings	14,385	26,518	174,119	147,525	188,504	174,043

Level 3 Fair Value Measurement - Reconciliation

	Land		Buildings	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Carrying amount at 1 July	61	-	147,525	134,336
Acquisitions (including upgrades)	-	-	1,529	-
Disposals	-	-	(234)	(1,410)
Transfers out to other Queensland Government entities	-	-	(4,365)	-
Assets reclassified as held for sale	-	-	(1,547)	(28)
Transfers between asset classes	-	-	6,200	10,761
Transfers into level 3 from level 2	2,640	61	15,129	5,197
Transfers out of level 3 to level 2	-	-	(932)	(535)
Net revaluation increments/ (decrements) in operating surplus	604	-	13,811	2,330
Depreciation	-	-	(2,997)	(3,126)
Carrying amount at 30 June	3,305	61	174,119	147,525

C4 Property, Plant and Equipment (continued)

C4-6 Basis For Fair Values of Assets

Land and Buildings

The department's land and buildings for Central, North and Far North Regions have been revalued in 2016-17 based on specific appraisals by APV.

The revaluation cycle is summarised below:

Region	2015-16	2016-17
Far North Qld	Indexed	Revalued
North Qld	Indexed	Revalued
Central Qld	Indexed	Revalued
North Coast	Revalued	Indexed
Brisbane	Revalued	Indexed
South East	Revalued	Indexed
South West	Revalued	Indexed

Land - Freehold title

Effective Date of Last Specific Appraisal: 30 June 2017 for land assets in Central, North and Far North regions - Appraisal performed by APV.

Valuation Approach: Market-based assessment

Inputs: Publicly available data on comparative, recent sales of land with similar characteristics. Adjustments were made to the sales data to reflect condition and comparability, such as location, size, street/road frontage and access.

Current Year Valuation Activity: Land assets in the North Coast, Brisbane, South East and South West regions were comprehensively revalued in 2015-16. Fair values of these land assets have been updated using indices provided by APV, derived from data on recent land sales.

Land assets with restrictions or non-saleable reserve land

Effective Date of Last Specific Appraisal: 30 June 2017 for land assets in Central, North and Far North regions - Appraisal performed by APV.

Valuation Approach: Replacement cost (Land designated as crown land or reserve precludes it from being traded in the market)

Inputs: APV assessed characteristics of the land and how much it would cost to acquire it if it were owned by a third party. Sale data of comparable sites was used, including land in close proximity with similar characteristics.

Current Year Valuation Activity: Land assets in the North Coast, Brisbane, South East and South West regions were comprehensively revalued in 2015-16. Fair values of these land assets have been updated using indices provided by APV, derived from data on recent land sales.

Key Judgement:

Highest and best use is limited by the restrictions placed on reserve land. Professional judgement is used in extrapolating recent land sales, taking into account restrictions and any significant differences between the department's land and land recently sold.

C4 Property, Plant and Equipment (continued)

C4-6 Basis For Fair Values of Assets (continued)

Buildings - Residential Facilities

Effective Date of Last Specific Appraisal: 30 June 2017 for buildings assets in Central, North and Far North regions - Appraisal performed by APV.

Valuation Approach: Market-based assessment

Inputs: APV used recent sales prices of comparable properties after adjusting for differences in key attributes such as property size. Also, rates per square metre as advertised publicly for comparable buildings in similar locations were used. Where applicable, adjustments were made for the age, design and physical condition of each building being valued.

Current Year Valuation Activity: Building assets in the North Coast, Brisbane, South East and South West regions were comprehensively revalued in 2015-16. Fair values of these assets have been updated using indices provided by APV, derived from data on recent property sales.

Buildings - Specialised Buildings

Effective Date of Last Specific Appraisal: 30 June 2017 for buildings assets in Central, North and Far North regions - Appraisal performed by APV.

Valuation Approach: Depreciated replacement cost (due to no active market for such buildings)

Inputs: APV disaggregated the building into different components and for each component, determined a value based on a range of factors (including asset condition, legal and commercial obsolescence). Inputs to the valuation included design, construction, average cost of construction and condition assessment. APV split specialised buildings into components to calculate depreciation. The level of remaining service potential of the depreciable amount of each component was assessed, considering its holistic factors (functionality, capacity, utilisation, obsolescence) and component specific factors (such as physical condition and maintenance history).

Current Year Valuation Activity: Building assets in the North Coast, Brisbane, South East and South West regions were comprehensively revalued in 2015-16. Fair values of these assets have been updated using indices provided by APV, based on increased construction rates in the last 12 months and recent capital expenditure on specialised buildings.

Key Judgement:

The unobservable inputs used to assess the level of remaining service potential required professional judgement. APV's assessment found the substantive long-lived components are in good condition and provided a high level of remaining service potential. This condition assessment accounts for an increase in fair value and a decrease in accumulated depreciation. The department applied the same methodology to its specialised buildings in the 2015-16 comprehensive revaluation.

C5 Intangibles

C5-1 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.

C5-2 Amortisation Expense

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

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

Asset	Range of Useful Life	Average Useful Life
Software Purchased	4 - 11 years	7.11 years
Software Internally Generated	5 - 25 years	9.14 years

C5-3 Closing Balances and Reconciliations of Carrying Amount

	2017	2016
	\$'000	\$'000
Intangible Assets Reconciliation at 30 June 2017		
Software - purchased (at cost)	4,125	4,125
Less accumulated amortisation	(3,485)	(2,988)
	<u>640</u>	<u>1,137</u>
Software - internally generated (at cost)	157,339	154,267
Less accumulated amortisation	(130,896)	(119,758)
Less impairment losses	-	(323)
	<u>26,443</u>	<u>34,186</u>
Software work in progress (at cost)	4,626	5,358
Total	<u><u>31,709</u></u>	<u><u>40,681</u></u>

C5 Intangibles (continued)

C5-3 Closing Balances and Reconciliations of Carrying Amount (continued)

Represented by Movements in Carrying Amount:	Software purchased \$'000	Software internally generated \$'000	Software work in progress \$'000	Total \$'000
Carrying amount at 1 July 2015	1,642	44,728	5,011	51,381
Acquisitions	-	-	3,230	3,230
Transfers between classes	-	2,883	(2,883)	-
Impairment losses recognised in operating surplus	-	(323)	-	(323)
Amortisation	(505)	(13,102)	-	(13,607)
Carrying amount at 30 June 2016	1,137	34,186	5,358	40,681
Carrying amount at 1 July 2016	1,137	34,186	5,358	40,681
Acquisitions	-	-	4,302	4,302
Transfers between classes	-	5,034	(5,034)	-
Amortisation	(497)	(12,777)	-	(13,274)
Carrying amount at 30 June 2017	640	26,443	4,626	31,709

C6 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.

	2017 \$'000	2016 \$'000
Current		
Trade creditors and accruals	21,665	16,894
Grants and subsidies	2,389	1,977
Deferred appropriation payable to Consolidated Fund	53,840	6,346
Other	2,041	813
Total	79,935	26,030
Non-Current		
Deferred operating lease rent #	5,237	9,071
Total	5,237	9,071

Refer to Note F3 for details of prior year adjustments made to comparative year.

C7 Accrued Employee Benefits

	2017 \$'000	2016 \$'000
Annual leave levy payable	12,259	12,926
Salaries and wages payable	11,152	8,907
Long service leave levy payable	2,605	2,497
Total	26,016	24,330

C8 Equity

C8-1 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; and
- Appropriations for equity adjustments (refer to Statement of Changes in Equity - Controlled).

The department transferred women's shelters and associated land assets totalling \$4.797M to DHPW in 2016-17 in response to the responsibility and funding changes from the Queensland Government's response to the *Report of the Domestic and Family Violence Taskforce, Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland*.

The department transferred a land asset at Thursday Island totalling \$0.350M to DHPW to construct mainstream social housing suitable for people with a disability.

C8-2 Appropriations Recognised in Equity

Reconciliation of Payments from Consolidated Fund to Equity Adjustment	2017	2016
	\$'000	\$'000
Budgeted equity adjustment appropriation	(13,075)	(13,264)
Lapsed equity adjustment	(9,840)	(1,284)
Equity Adjustment Receipts (Payments)	(22,915)	(14,548)
Less: Opening balance of equity adjustment receivable	(431)	(1,077)
Plus: Closing balance of equity adjustment receivable	956	431
Equity Adjustment Recognised in Contributed Equity	(22,390)	(15,194)

D1 Financial Risk Disclosures

D1-1 Financial Instruments

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

Categorisation of Financial Instruments

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

	Note	2017	2016
		\$'000	\$'000
Financial Assets			
Cash and cash equivalents	C1	204,270	136,654
Loans and receivables	C2	23,022	19,840
Total		227,292	156,494
Financial Liabilities			
Payables	C6	79,935	26,030
Total		79,935	26,030

D1 Financial Risk Disclosures (continued)

D1-2 Financial Risk Management

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

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

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

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

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

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

Cash and cash equivalents includes a cash fund held with the Queensland Treasury Corporation for the Elderly Parent Carer Innovation Initiative established in February 2013. The weighted average effective interest rate is 2.49% per annum.

D2 Contingencies

D2-1 Social Benefit Bond Trial

The department has entered into a Social Benefit Bond (SBB) trial as part of the Queensland Government's initiative to improve social outcomes. An implementation agreement for the Indigenous Disadvantage Social Benefit Bond was signed by the Queensland Treasurer in May 2017. A SBB is a financial instrument issued to a private investor, where the returns the investor receive are based on the achievement of agreed social outcomes. The capital provided by the private investor will be used to fund specific social services to the community by a selected Non Government Organisations (NGO). The department will be required to meet all performance payments, which are subject to the delivery of outcomes under the SBB.

D2-2 Native Title Claims over Departmental Assets

At 30 June 2017, a native title claim exists that covers departmental vacant land with a carrying amount of \$0.194M. A further native title claim exists on land the department leases with owned building and site improvements totalling \$2.538M. At reporting date it is not possible to make an estimate of any probable outcome of these claims, or any financial effects.

D2 Contingencies (continued)

D2-3 Redundancy Packages

The department has commenced the process of offering interested employees a voluntary redundancy package under the endorsed NDIS Incentive Scheme, with a future termination date that meets the department's business continuity needs.

At 30 June 2017, forty-six employee agreements have been signed at an estimated cost of \$3.263M. These agreements are subject to the employees completing their term of employment until the agreed separation date in 2017-18. In addition, twelve employees have agreed to transfer to the NDIA under the first offer of employment arrangement covered by the NDIS Incentive Scheme in 2017-18 at an estimated cost of \$0.248M. Incentive payments to these employees are subject to the employees commencing work for the NDIA on an agreed date in 2017-18.

The costs incurred by the department under the NDIS Incentive Scheme are reimbursed by Queensland Treasury on validation of claims.

D3 Commitments

D3-1 Non-Cancellable Operating Lease Commitments

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

Payable	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Lease - Office Accommodation	40,370	35,826	105,392	99,805	149,408	164,173	295,170	299,804
Operating Lease - Print & Imaging Service	1,197	1,075	3,854	4,951	-	-	5,051	6,026
Total	41,567	36,901	109,246	104,756	149,408	164,173	300,221	305,830

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.

Each lease varies to some extent based on factors such as market conditions and concessions that can be negotiated with individual landlords and their agents.

The department has lease agreements where, upon cessation of the tenancy, it is required to return the office space to the condition it was in before it was leased (this is referred to as 'make good'). These obligations are recognised as provisions. Provisions for make good obligations on leases expected to expire in the next 12 months are classified as current liabilities. All other provisions are considered non-current liabilities. The value of the non-current provision has not been adjusted for the time value of money as it is considered immaterial.

Lease commitments have been adjusted due to the recognition of the deferred lease rent liability in 2016-17 for the department's material operating leases. Comparatives figures have been restated to reflect the prior year adjustment for the deferred lease rent liability (refer to Note F3).

D3 Commitments (continued)

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

The department has progressively converted leases to short term tenures to align with the programmed roll-out of NDIS. This has contributed to the increase in commitments less than 12 months. The department has developed a high level strategy for each tenancy impacted by NDIS to minimise the department's lease commitments over the outyears. The success of these strategies will be dependant on other factors such as local property markets and the location of tenancies (e.g. rural and regional areas, industrial areas).

The department commenced an operating lease arrangement in 2016-17 with Ricoh Australia Pty Ltd to provide print and imaging services to the department.

D3-2 Capital Expenditure Commitments

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

Payable	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land and buildings	2,079	2,548	5,499	-	-	-	7,578	2,548
Plant and equipment	72	1,016	-	-	-	-	72	1,016
Intangibles	2,053	217	-	-	-	-	2,053	217
Total	4,204	3,781	5,499	-	-	-	9,703	3,781

D3-3 Grants and Subsidies Commitments

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

Payable	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Disability Services	17,778	20,333	6,586	8,898	-	-	24,364	29,231
Community Care	-	-	-	-	-	-	-	-
Child and Family Services	200	90	716	-	-	-	916	90
Communities, Women and Youth	4,003	1,692	8,849	6,274	-	-	12,852	7,966
Multicultural Affairs	-	-	-	-	-	-	-	-
Seniors	165	161	83	242	-	-	248	403
Total	22,146	22,276	16,234	15,414	-	-	38,380	37,690

D3 Commitments (continued)

D3-4 Service Procurement Commitments

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

Payable	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Disability Services	794,316	875,486	789,655	1,622,567	-	-	1,583,971	2,498,053
Community Care	147,930	151,243	147,930	205,691	-	-	295,860	356,934
Child and Family Services	368,787	346,829	384,872	305,472	-	-	753,659	652,301
Communities, Women and Youth	127,061	95,866	135,603	151,778	3,815	5,553	266,479	253,197
Multicultural Affairs	2,351	1,771	103	1,771	-	-	2,454	3,542
Seniors	7,941	7,569	3,767	10,824	-	-	11,708	18,393
Total	1,448,386	1,478,764	1,461,930	2,298,103	3,815	5,553	2,914,131	3,782,420

Service procurement and grant commitments for Disability Services and Community Care reflect current contracts and agreements with NGOs and individuals for the provision of services. These commitments will reduce as services transition under the NDIS rollout.

D4 Future Impact of Accounting Standards Not Yet Effective

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

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

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

The department has commenced analysing the new revenue recognition requirements under these standards and is yet to form conclusions about significant impacts. Potential future impacts identifiable at the date of this report are as follows:

- Grants received to construct a departmental non-financial asset will be recognised as a liability, and subsequently progressively recognised as revenue as the department satisfies its performance obligations under the grant. At present, such grants are recognised as revenue upfront.
- Under the new standards, other grants presently recognised as revenue upfront may be eligible to be recognised as revenue progressively as the associated performance obligations are satisfied, but only if the associated performance obligations are enforceable and sufficiently specific. The department is yet to evaluate the existing grant arrangements with the Commonwealth Government as to whether revenue from those grants could be deferred under the new requirements.

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

—Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. The department receives several grants for which there are no sufficiently specific performance obligations - these grants are expected to continue being recognised as revenue upfront.

—Depending on the respective contractual terms, the new requirements of AASB 15 may potentially result in a change to the timing of revenue from sales of the department's goods and services such that some revenue may need to be deferred to a later reporting period to the extent that the department has received cash but has not met its associated performance obligations (such amounts would be reported as a liability in the meantime). The department is yet to complete its analysis of existing arrangements for sale of its goods and services and the impact, if any, on revenue recognition has not yet been determined.

—A range of new disclosures will also be required by the new standards in respect of the department's revenue.

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

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

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

Unlike AASB 117 *Leases*, AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

In effect, the majority of operating leases (as defined by the current AASB 117) will be reported on the Balance Sheet under AASB 16. There will be a significant increase in assets and liabilities for agencies that lease assets. The impact on the reported assets and liabilities would be largely in proportion to the scale of the agency's leasing activities.

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.

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. The finance cost will also be recognised as an expense.

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

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. If a lessee chooses to apply the 'cumulative approach', it does 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. The department will await further guidance from Queensland Treasury on the transitional accounting method to be applied.

The department has not yet quantified the impact on the Statement of Comprehensive Income or the Balance Sheet of applying AASB 16 to its current operating leases, including the extent of additional disclosure required.

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

E1 Budgetary Reporting Disclosures

E1-1 Explanation of Major Variances – Balance Sheet

Cash and cash equivalents

Actual cash and cash equivalents balance at year end was \$97,892,000 (92%) higher than budget (\$106,378,000) mainly due to appropriation revenue received for a number of programs to be delivered in 2017-18, an adjustment of \$20,390,000 to reflect 2015-16 actual closing balances as well as lower than expected capital expenditures in 2016-17 due to the rescheduling of the capital program across financial years.

Intangibles

The actual balance of intangibles at year end was \$14,637,000 (31.6%) less than budget (\$46,346,000) mainly due to lower than expected information technology spend and the funding reclassification from capital to operating expense due to leasing and not purchasing replacement ICT equipment.

Payables (current)

The actual balance of payables at year end was \$58,800,000 (278.2%) greater than budget (\$21,135,000) mainly due to recognition of a greater appropriation revenue refundable to Treasury in 2016-17 than in 2015-16.

Accrued employee benefits

The actual accrued employee benefits balance at year end was \$4,712,000 (22.1%) higher than budget (\$21,304,000) mainly due to additional liabilities resulting from increased enterprise bargaining funding.

E1 Budgetary Reporting Disclosures (continued)

E1-1 Explanation of Major Variances – Balance Sheet (continued)

Payables (non-current)

The actual balance of non current payables at year end was \$5,237,000 (100%) greater than budget due to the recognition of operating lease liability on a straight-line basis in terms of AASB117 Leases due further than 12 months.

Provisions (non-current)

The actual balance of provisions at year end was \$550,000 (21.8%) less than budget (\$2,522,000) mainly due to the transfer of make good provision from non-current to current for leases due to expire in less than 12 months.

Equity

The actual balance of total equity at year end was \$35,325,000 (8.3%) above budget (\$425,713,000) mainly due to an increase in 2015-16 operating surplus of \$19,316,000, combined with an increased 2016-17 operating surplus of \$29,607,000. This is offset by equity transfer of womens shelters to Department of Housing and Public Works and equity swaps to operating to fund additional frontline and frontline support employees for Child Safety and Community aids, equipment and assistive technologies initiative.

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

Sales of property, plant and equipment

Cash inflows for sales of non-financial assets was \$5,132,000 (37.2%) below budget (\$13,799,000) mainly due to the reduced sale price for the Warilda centre at 84 Kedron Park Road Woolloowin.

Payments for property, plant and equipment

Cash outflows for payments for non-financial assets was \$13,693,000 (42%) less than budget (\$32,579,000) was mainly due to the rescheduling of the capital program across financial years.

Equity injections

Cash inflows for equity injections was \$1,162,000 (97.5%) less than budget (\$1,192,000) due to equity swaps to fund Young people leaving school initiative.

Equity withdrawals

Cash outflows for equity withdrawals was \$6,575,000 (40.2%) higher than budget (\$16,370,000) due to equity swaps to fund Community aids, equipment and assistive technologies initiative together with additional frontline and frontline support employees for Child Safety.

F1 Key Management Personnel (KMP) Disclosures

F1-1 Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2016-17, which are published as part of Queensland Treasury's Report on State Finances.

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

Effective from 1 September 2016, remuneration packages of KMP increased by 2.5% in accordance with government policy.

Remuneration expenses for those KMP comprise the following components:

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

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
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F1 Key Management Personnel Disclosures (continued)

F1-2 Details of Key Management Personnel and Remuneration Expense

As from 2016-17, the department's responsible Ministers are identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 Related Party Disclosures. The department's Ministers are the Honourable Shannon Fentiman MP, Minister for Communities, Women and Youth and Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence; the Honourable Coralee O'Rourke MP, Minister for Disability Services, Minister for Seniors and Minister Assisting the Premier on North Queensland; the Honourable Grace Grace MP, Minister for Employment and Industrial Relations, Minister for Racing and Minister for Multicultural Affairs.

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 2016-17 and 2015-16. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

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

1 July 2016 - 30 June 2017 Position Title Position Responsibilities Date of commencement/cessation	Short Term Employee Expenses		Other Employee Benefits				Total Expenses \$'000
	Monetary Expenses \$'000		Long Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Termination Benefits \$'000		
Director-General Responsible for the efficient, effective and economic administration of the department.	441		9	56	-		506
Deputy Director-General (Strategy, Engagement and Innovation) # Responsible for setting the strategic and policy directions for an integrated human and social service system in Queensland; collecting and analysing the evidence-base to support and inform decision making and investment planning; and monitoring the progress of reform across the department through a portfolio management role and provide a centre of excellence in project and program management, innovation, business improvement and productivity.	262		5	26	-		293
Deputy Director-General (Disability Services and Seniors, and Northern Cluster Operations) # Responsible for providing strategic leadership and direction of policy, programs, practices, performance for Disability Services and Seniors and the three northern cluster regions of Far North Queensland, North Queensland and Central Queensland.	285		5	31	-		321
Deputy Director-General (Service Delivery and Practice) * Responsible for Providing exceptional transformational leadership and operational direction for the delivery of child, family and community services across Queensland and contributing to the overall strategic leadership of the Department and the four Southern Cluster Regions of North Coast Region, Brisbane Region, South East Region and South West Region. Current: From 24 April 2017 Former: From 24 October 2016 to 23 April 2017 (Acting) Former: To 28 October 2016	29 115 47		1 3 1	6 12 9	- - -		36 130 57

* Recent change of position title from Deputy Director-General (Child, Family and Community Services and Southern Cluster Operations) to Deputy Director-General, Service Delivery and Practice.

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
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F1 Key Management Personnel Disclosures (continued)

F1-2 Details of Key Management Personnel and Remuneration Expense (continued)

1 July 2016 - 30 June 2017 Position Title Position Responsibilities Date of commencement/cessation	Short Term Employee		Other Employee Benefits				Total Expenses \$'000
	Monetary Expenses \$'000		Long Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Termination Benefits \$'000		
Deputy Director-General (Corporate and Executive Services) Responsible for providing strategic leadership and direction for the department's corporate systems, policies and practices.	222		4	25	-		251
Chief Finance Officer # Responsible for providing strategic leadership and direction for the financial administration of the department.	227		4	24	-		255
Chief Information Officer Responsible for providing strategic leadership and management of the department's information, communication and technology systems.	211		4	23	-		238
Chief Human Resources Officer # Responsible for providing high level of strategic leadership and direction and advice on strategic human resource management initiatives, policy, organisational capability, workforce planning and systems, employees relations and ethical standards.	183		3	20	-		206
Regional Executive Director Responsible for leadership of the department's service delivery across the following regional area in Queensland.							
Far North Queensland Region - Current: From 21 November 2016	129		2	12	-		143
Far North Queensland Region - Former: From 5 September 2016 to 20 November 2016 (Acting)	34		1	4	-		39
Far North Queensland Region - Former: To 4 September 2016	40		1	4	-		45
North Queensland Region	207		4	23	-		234
Central Queensland Region	204		4	22	-		230
North Coast Queensland Region - Current: From 7 September 2016	160		3	14	-		177
North Coast Queensland Region - Former: From 4 July 10/16 to 6 September 2016 (Acting)	37		1	3	-		41
North Coast Queensland Region - Former: To 1 July 2016	2		-	-	-		2
Brisbane Region - Current: From 7 October 2016 (Acting)	135		3	15	-		153
Brisbane Region - Former: To 23 October 2016	80		1	8	-		89
South East Queensland Region	207		4	22	-		233
South West Queensland Region - Current: From 10 October 2016 (Acting)	158		3	18	-		179
South West Queensland Region - Former: To 20 September 2016	60		1	5	220		286

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. It does not include non-KMPs acting in the position less than six months.

Department of Communities, Child Safety and Disability Services
Notes to the Financial Statements
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F1 Key Management Personnel Disclosures (continued)

F1-2 Details of Key Management Personnel and Remuneration Expense (continued)

1 July 2015 - 30 June 2016 Position Title	Short Term Employee	Other Employee Benefits				Total Expenses \$'000
	Monetary Expenses \$'000	Long Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Termination Benefits \$'000		
Director-General	433	9	55	-	497	
Deputy Director-General (Strategy, Engagement and Innovation)	220	5	24	-	249	
Acting Deputy Director-General (Strategy, Engagement and Innovation)	9	-	1	-	10	
Deputy Director-General (Disability Services and Seniors, and Northern Cluster Operations)	279	5	31	-	315	
Deputy Director-General (Child, Family and Community Services and Southern Cluster Operations)	239	5	25	-	269	
Deputy Director-General (Corporate and Executive Services)	221	5	24	-	250	
Chief Finance Officer	209	4	22	-	235	
Chief Information Officer	209	4	22	-	235	
Chief Human Resources Officer	181	4	19	-	204	
Regional Executive Director						
Far North Queensland	202	4	22	-	228	
North Queensland	197	4	21	-	222	
Central Queensland	203	4	22	-	229	
North Coast Queensland	201	4	22	-	227	
Brisbane	218	4	24	-	246	
South East Queensland	203	4	22	-	229	
South West Queensland	201	4	22	-	227	

F1 Key Management Personnel Disclosures (continued)

F1-3 Performance Payments

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

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.

F3 Prior Period Errors and Adjustments

The department (and other government entities) occupy some of its office accommodation through Occupancy Agreements with the Department of Housing and Public Works (DHPW). Those occupancy agreements allow for the department to exit the tenancy with 6 or 12 months notice, depending on the tenancy. DHPW hold the long-life lease with the private sector building owner and the department reimburses DHPW. Due to the ongoing transition from an owned to a leased commercial office portfolio, DHPW recognised in 2015-16 for the first time their lease obligations using the straight-line method. DHPW commensurately recognised the revenues expected from the government entities (reimbursement of the lease costs) based on the same measurement methodology. The department has assessed that the change in methodology applied by DHPW has a material effect on the measurement of the department's rental expenses to DHPW based on the assumption the department will occupy the accommodation for the same length of time stipulated in the lease contract between DPHW and the building owner.

Adoption of the straight line method in AASB117 for the department's material operating leases recognises a deferred lease rent payable for the difference between the actual rent paid and annual rent expenditure. The value of the lease rent payable for department in 2015-16 was \$9.071M (2014-15: \$6.439M). In accordance with Queensland Treasury direction, a non-current appropriation receivable has been recognised to offset the straight-lining expense with appropriation revenue. Comparative balances reported in the 2015-16 Statement of Financial Position, and at the beginning of the comparative financial year (1 July 2015) have been restated to correct the error. The line items affected are as follows:

Department of Communities, Child Safety and Disability Services
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F3 Prior Period Errors and Adjustments (continued)

Financial Statement Line Items Affected	2014-15		
	Published Financial Statements \$'000	Correction of Error \$'000	Restated Actuals \$'000
<u>Statement of Financial Position</u>			
Loans and receivables	-	6,439	6,439
Total Non-Current Assets	355,377	6,439	361,816
Total Assets	686,069	6,439	692,508
Payables	-	6,439	6,439
Total Non-Current Liabilities	2,522	6,439	8,961
Total Liabilities	225,249	6,439	231,688
<u>Statement of Comprehensive Income</u>			
Appropriation Revenue	2,488,482	6,439	2,494,921
Total income from Continuing Operations	2,590,919	6,439	2,597,358
Supplies and services	1,822,475	6,439	1,828,914
Total Expenses from Continuing Operations	2,562,289	6,439	2,568,728
<u>Reconciliation of Operating Result to Net Cash Provided by Operating Activities -</u>			
<i>Change in assets and liabilities</i>			
Increase (decrease) in payables	98,496	6,439	104,935
(Increase) decrease in receivables	(90,169)	(6,439)	(96,608)

Statement of Cash Flows - Controlled

No restatement is required as this error correction has no impact to the Statement of Cashflow.

F3 Prior Period Errors and Adjustments (continued)

Financial Statement Line Items Affected	2015-16		
	Published Financial Statements \$'000	Correction of Error \$'000	Restated Actuals \$'000
<u>Statement of Financial Position</u>			
Loans and receivables	-	9,071	9,071
Total Non-Current Assets	348,534	9,071	357,605
Total Assets	511,620	9,071	520,691
Payables	-	9,071	9,071
Total Non-Current Liabilities	1,847	9,071	10,918
Total Liabilities	52,651	9,071	61,722
<u>Statement of Comprehensive Income</u>			
Appropriation Revenue	2,615,109	2,632	2,617,741
Total income from Continuing Operations	2,697,345	2,632	2,699,977
Supplies and services	1,914,740	2,632	1,917,372
Total Expenses from Continuing Operations	2,678,106	2,632	2,680,738
<u>Reconciliation of Operating Result to Net Cash Provided by Operating Activities -</u>			
<i>Change in assets and liabilities</i>			
Increase (decrease) in payables	(183,356)	2,632	(180,724)
(Increase) decrease in receivables	183,962	(2,632)	181,330

Statement of Cash Flows - Controlled

No restatement is required as this error correction has no impact to the Statement of Cashflow.

The department recognised a net appropriation payable position as at 30 June 2016. In accordance with Queensland Treasury's Financial Reporting Requirements, an expense must be recognised for an appropriation liability position at year end. In 2015-16, the net payable position was recognised as a reduction in appropriation revenue. Comparative balances reported in the 2015-16 Statement of Comprehensive Income have been restated.

Financial Statement Line Items Affected	2015-16		
	Financial Statements* \$'000	Correction of Error \$'000	Restated Actuals \$'000
<u>Statement of Comprehensive Income</u>			
Appropriation Revenue	2,617,741	6,346	2,624,087
Total income from Continuing Operations	2,699,977	6,346	2,706,323
Other Expenses	4,588	6,346	10,934
Total Expenses from Continuing Operations	2,680,738	6,346	2,687,084

* restated balances from lease liability adjusted above

Department of Communities, Child Safety and Disability Services
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G1	Administered		
G1-1	Appropriation Revenue	2017	2016
		\$'000	\$'000
	Reconciliation of Payments from Consolidated Fund to Administered Appropriation Revenue Recognised in Operating Result		
	Budgeted appropriation revenue	389,722	242,826
	Lapsed administered appropriation revenue		(4,982)
	Transfers from departmental services	28,135	-
	Total Appropriation Receipts (cash)	417,857	237,844
	Less: Opening balance of appropriation revenue receivables	(1,353)	-
	Plus: Closing balance of appropriation revenue receivables	-	1,353
	Plus: Opening balance of appropriation revenue payable	-	3,229
	Less: Closing balance of appropriation revenue payable	(53,303)	-
	Net Appropriation Revenue	363,201	242,426
	Plus: Deferred appropriation refundable to Consolidated Fund (expense)	53,303	
	Administered Appropriation Revenue recognised in Statement of Comprehensive Income *	416,504	242,426
	* This appropriation revenue is provided in cash via Queensland Treasury and funds activities and expenses that the department administers on behalf of the Government (Refer to note A1-5).		
G1-2	Supplies and Services	2017	2016
		\$'000	\$'000
	Disaster recovery	12,034	673
	Other	146	209
	Total	12,180	882
G1-3	Grants and Subsidies	2017	2016
		\$'000	\$'000
	Disaster recovery – Personal hardship assistance scheme	30,506	117
	Disaster recovery – Grants	2,290	2,014
	Grants - National Disability Insurance Agency	114,892	-
	Concession – Electricity	162,865	159,108
	Concession – Rates	52,695	51,859
	Concession – Water	18,023	18,449
	Concession – Home energy emergency assistance	8,281	6,094
	Concession – Natural gas	2,398	2,156
	Concession – Life support	2,258	2,243
	Concession – Medical cooling and heating electricity	1,294	1,167
	Total	395,502	243,207
G1-4	Other Expenses	2017	2016
		\$'000	\$'000
	Departmental services revenue refundable	53,303	-
	Discrimination damages	353	1,133
	Total	53,656	1,133
G1-5	Receivables	2017	2016
		\$'000	\$'000
	<i>Current</i>		
	GST input tax credits receivable	-	1,351
	Appropriation revenue receivable	-	1,353
	Total	-	2,704

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G1 Administered (continued)

G1-6 Payables	2017	2016
	\$'000	\$'000
Service concessions payable	20,227	19,161
Appropriation revenue payable	53,303	-
Trade creditors and accruals	4,059	-
Employee expenses payable	1,099	-
Grants and subsidies payable	25,321	-
Total	104,009	19,161

G1-7 Provisions and Contingencies

Provision - legal settlements	1,364	2,238
Total	1,364	2,238

The provision recognised for 2016-17 is for known racial discrimination claims expected to be settled in 2017-18.

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. Each settlement will include an amount comparable with amounts paid on similar cases through the Redress Scheme. Expenses settled in the current financial year have been offset against a provision raised in 2015-16 financial year for known claims.

Settlements for racial discrimination claims are not managed through the Queensland Government Insurance Fund.

Movements in Provisions	2017	2016
	\$'000	\$'000
<i>Current</i>		
Carrying amount at 1 July	2,238	2,344
Additions due to recognition	491	1,197
Reductions arising from payments	(1,365)	(1,303)
Carrying amount at 30 June	1,364	2,238

Contingency

The department is aware there may be other claims made to the AHRC. However, the department has not recognised a provision in relation to these cases as it is unable to reliably estimate the total number of potential claimants or the potential outcome of these claims.

The Commonwealth announced the establishment of the Commonwealth Redress Scheme for Survivors of Institutional Child Sexual Abuse (the Scheme) on 4 November 2016 in response to the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse. The Scheme will commence from March 2018 and will run for approximately 10 years. The Scheme will provide survivors with a monetary payment amongst other things. The Queensland Government may opt-in to the Commonwealth Redress Scheme resulting in a departmental liability for the Redress payment. It is not possible to make a reliable estimate of the final amount payable, or the number of claimants, at this time.

G1 Administered (continued)

G1-8 Financial Instruments

Categorisation of Financial Instruments

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

Category	Note	2017 \$'000	2016 \$'000
Financial Assets			
Cash and cash equivalents		75,596	7,568
Receivables	G1-5	-	2,704
Total		<u>75,596</u>	<u>10,272</u>
Financial Liabilities			
Payables	G1-6	104,009	19,161
Total		<u>104,009</u>	<u>19,161</u>

The department does not consider that there are any material financial management risks associated with the above financial assets and liabilities.

G1-9 Budgetary Reporting Disclosures

a) Explanation of Major Variances – Statement of Comprehensive Income

Grants and other contributions

Grants and other contributions balance at year end was \$24,221,000 (409.9%) higher than budget (\$5,909,000) mainly due to expected funding received from Queensland Reconstruction Authority (QRA) for Cyclone Debbie.

b) Explanation of Major Variances – Balance Sheet

Cash and cash equivalents

Actual cash and cash equivalents balance at year end was \$70,498,000 (1382.9%) greater than budget (\$5,098,000) mainly due to appropriation revenue received for a number of programs to be delivered in 2017-18 and costs of Cyclone Debbie, not yet claimed and recovered from Queensland Reconstruction Authority (QRA).

Receivable

Receivables balance at year end was Nil (100%) less than budget (\$1,611,000) mainly due to changes in the recognition of settlement of racial discrimination claims and an adjustment of \$260,000 to reflect 2015-16 actual closing balances.

Payables

The actual balance of payables at year end was \$87,590,000 (533.5%) higher than budget (\$16,419,000) mainly due to the recognition of appropriation revenue refundable to Queensland Treasury and service concessions payable.

Equity

The actual balance of total equity at year end was \$20,067,000 (206.7%) greater than budget (\$9,710,000) mainly due to an increased 2016-17 operating deficit of \$10,532,000 mainly as a result of additional expenditure relating to the departments disaster recovery role responding to Cyclone Debbie and an adjustment of \$1,322,000 to reflect 2015-16 actual closing balances.

CERTIFICATE OF THE DEPARTMENT OF COMMUNITIES, CHILD SAFETY AND DISABILITY SERVICES

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 Communities, Child Safety and Disability Services for the financial year ended 30 June 2017 and of the financial position of the department at the end of that year; and
- c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Arthur O'Brien FCPA FIPA, M Bus P Actg, B Bus Mgt

Chief Finance Officer

28 August 2017



Michael Hogan B.A (Hons) LLB

Director-General

28 August 2017

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Communities, Child Safety and Disability Services

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Communities, Child Safety and Disability Services.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2017, 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 controlled and administered balance sheets and controlled statement of assets and liabilities by major departmental services as at 30 June 2017, the controlled and administered statements of comprehensive income, statements of changes in equity, statements of cash flows and controlled statement of comprehensive income by major departmental services 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. These matters were addressed in the context of the audit of the financial report as whole, and in forming the auditor's opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of Specialised Buildings \$188.504 million and depreciation expense \$3.829 million

Refer Notes C4.2 and C4.6

Key audit matter	How my audit addressed the key audit matter
<p>The Department of Communities Child Safety and Disability Services building assets were valued using market value approach where relevant and current replacement cost method where market value approach could not be used. Building reported at current replacement cost represented 97.5% of the total building assets.</p> <p>The departments assets were valued on an annual basis according to the valuation methodology adopted for each category by comprehensively valuing the assets at regular intervals and applied indices in the years between comprehensive valuations.</p> <p>The department derived the gross replacement cost of its specialised buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> • identifying the components of buildings with separately identifiable replacement costs (known as unit rate categories) • developing a unit rate for each of these components, including: <ul style="list-style-type: none"> – estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit – identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference • indexing unit rates for subsequent increases in input costs. <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> • Assessing the adequacy of management's review of the valuation process. • Assessing the appropriateness of the building components used for measuring gross replacement cost with reference to the Department's asset management plans, and common industry practices. • For unit rates: <ul style="list-style-type: none"> – assessing the competence, capability and objectivity of the experts used by the entity to develop the models – obtaining an understanding of the methodology used, and assessing its appropriateness with reference to common industry practices – on a sample basis, evaluating the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> • modern substitute (including locality factors and oncosts) • adjustment for excess quality or obsolescence. • Evaluating whether unit rates were current at balance date by: <ul style="list-style-type: none"> – evaluating the reasonableness of the index used for changes in cost inputs with reference to the current years comprehensive results – recalculating the index. • Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> – reviewing management's annual assessment of useful lives – assessing the remaining useful life calculated to determine that it is a fair reflection of the remaining useful life of the components – reviewing that no component still in use has reached or exceeded its useful life – reviewing formal asset management plans, and enquiring of management about whether these plans remain current – reviewing for assets with an inconsistent relationship between condition and remaining useful life. • Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

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:

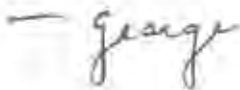
- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material 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.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017

- 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.



Nick George
as delegate of the Auditor-General



Queensland Audit Office
Brisbane



Appendices

Appendix 1. Our legislation

Appendix 2: Government bodies

Appendix 3: Governance boards and committees

Appendix 4: National partnership agreements
and national agreements

Appendix 5: Compliance checklist

Appendix 1 – Our legislation

The Department of Communities, Child Safety and Disability Services' 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 Ministers, is responsible for administering these Acts. The statutory objectives for each Act are outlined below.

Act	Statutory objective
<p><i>Adoption Act 2009</i></p> <p>(except to the extent administered by the Attorney-General and Minister for Justice)</p>	<p>The objective of this Act is to provide for the adoption of children in Queensland, and for access to information about parties to adoptions in Queensland, in a way that:</p> <ul style="list-style-type: none"> • promotes the wellbeing and best interests of adopted persons throughout their lives • supports efficient and accountable practices in the delivery of adoption services • complies with Australia's obligations under the Hague Convention.
<p><i>Carers (Recognition) Act 2008</i></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> • recognise the valuable contribution that carers make to the people they care for • recognise the benefits, including social and economic, carers provide to the community • provide for the interests of carers to be considered in decisions about the provision of services that affect the role of carers • establish the Carers Advisory Council.
<p><i>Child Protection Act 1999</i></p> <p>(jointly administered with the Attorney-General and Minister for Justice)</p>	<p>The objective of this Act is to provide for the protection of children.</p> <p>The main principle for administering the Act is that the safety, wellbeing and best interests of a child are paramount.</p> <p>The Act recognises a number of important principles, including:</p> <ul style="list-style-type: none"> • a child has a right to be protected from harm or risk of harm • a child's family has the primary responsibility for the child's upbringing, protection and development and the preferred way of ensuring a child's safety and wellbeing is through supporting the child's family • if a child does not have a parent who is able and willing to protect the child, the state is responsible for protecting the child • if a child is removed from the child's family, support should be given to the child and their family for the purpose of allowing the child to return to their family if the return is in the child's best interests.



Act	Statutory objective
<p><i>Child Protection (International Measures) Act 2003</i></p>	<p>The Act's main objectives are to recognise:</p> <ul style="list-style-type: none"> • the importance of international cooperation for the protection of children • the need to avoid conflict between different countries' legal systems about the jurisdiction, applicable law, recognition and enforcement of measures for the protection of children • that a child's best interests are a primary consideration in relation to a measure for protecting the child or a child's property.
<p><i>Community Services Act 2007</i></p>	<p>The Act's main objective is to safeguard funding for the delivery of products or services to the community that:</p> <ul style="list-style-type: none"> • contribute to Queensland's economic, social and environmental wellbeing • enhance the quality of life of individuals, groups and communities.
<p><i>Disability Services Act 2006</i></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> • acknowledge the rights of people with disability, including promoting their inclusion in community life • ensure that disability services funded by the department are safe, accountable and respond to the needs of people with disability. <p>The Act also recognises the right of people with disability to live a life free from abuse, neglect and exploitation.</p> <p>The Act safeguards the rights of adults with an intellectual or cognitive disability who exhibit behaviours of concern by:</p> <ul style="list-style-type: none"> • mandating a positive behaviour support approach • regulating the use of restrictive practices by departmentally provided and funded services and services prescribed by regulation and funded under an NDIS participant plan.
<p><i>Domestic and Family Violence Protection Act 2012</i></p>	<p>The main objectives of this Act are to:</p> <ul style="list-style-type: none"> • maximise the safety, protection and wellbeing of people who fear or experience domestic violence, and to minimise disruption to their lives • prevent or reduce domestic violence and the exposure of children to domestic violence • ensure that people who commit domestic violence are held accountable for their actions.



Act	Statutory objective
<p><i>Forensic Disability Act 2011</i></p>	<p>The Act provides for the involuntary detention, and care, support and protection, of forensic disability clients, while at the same time:</p> <ul style="list-style-type: none"> • safeguarding their rights and freedoms • balancing their rights and freedoms with the rights and freedoms of other people • promoting their individual development and enhancing their opportunities for quality of life • maximising their opportunities for reintegration into the community.
<p><i>Guide, Hearing and Assistance Dogs Act 2009</i></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> • assist people with disability who rely on certified guide, hearing or assistance dogs to have independent access to the community • ensure the quality and accountability of guide, hearing and assistance dog training services.
<p><i>Multicultural Recognition Act 2016</i></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> • recognise the valuable contribution of diverse groups of people to the Queensland community • promote Queensland as a unified, harmonious and inclusive community by establishing the Multicultural Queensland Charter • ensure services provided by government entities are responsive to the diversity of the people of Queensland • establish the Multicultural Council • provide for a multicultural policy and multicultural action plan • require that employees of government entities be made aware of the Multicultural Queensland Charter, multicultural policy, and multicultural action plan • establish reporting obligations for particular government entities.
<p><i>Youth Justice Act 1992</i> (jointly administered with the Attorney-General and Minister for Justice)</p>	<p>The Act's principal objectives are to:</p> <ul style="list-style-type: none"> • establish the basis for the administration of youth justice • establish a code for dealing with children who have, or are alleged to have, committed offences • provide for the jurisdiction and proceedings of courts dealing with children • ensure that courts that deal with children, who have committed offences, deal with them according to principles established under this Act • recognise the importance of families of children and communities, in particular Aboriginal and Torres Strait Islander communities, in the provision of services designed to rehabilitate children who commit offences, and reintegrate children into the community.

Changes in law

The following changes in law in 2016–17 have affected, or will affect, the department:

Act	Changes in law
<p><i>Adoption and Other Legislation Amendment Act 2016</i></p>	<p>This Amendment Act was passed by the Queensland Parliament on 2 November 2016 and commenced on 11 November 2016.</p> <p>The Amendment Act implemented the findings of the <i>Review of the Operation of the Adoption Act 2009</i> by amending the <i>Adoption Act 2009</i> to:</p> <ul style="list-style-type: none"> • expand who is eligible to have their name in the expression of interest register to include same-sex couples, single persons and persons undergoing fertility treatment • remove the offence for a breach of a contract statement for adoptions that occurred before June 1991 • improve access to information by enabling the chief executive to consider the release of identifying information without consent from adoptive or birth parents in exceptional circumstances • broaden the definition of ‘relative’ for the purposes of accessing or consenting to the access of information, to include future generations and persons recognised as parents and children under Aboriginal tradition and Torres Strait Islander custom • expand when information about a person who may be an adopted person’s biological father may be provided to them • require the court to be satisfied that exceptional circumstances exist before including a change to a child’s first name in a final adoption order • enable the chief executive to facilitate contact between parties to an adoption, during an interim adoption order • improve processes for adoption of a child by a step-parent.
<p><i>Domestic and Family Violence Protection and Other Legislation Amendment Act 2016</i></p>	<p>This Amendment Act was passed by the Queensland Parliament on 11 October 2016. The majority of provisions came into effect on 30 May 2017.</p> <p>The Amendment Act improved protection for victims and strengthened the justice response by:</p> <ul style="list-style-type: none"> • requiring police to consider what action to take to provide victims with effective and immediate protection until a court can consider an application for a protection order (PO) and expanding the protection able to be provided by police protection notices to better safeguard victims and their families • clarifying that a court may make a domestic violence order (DVO) when a victim has been threatened or fears for their safety or wellbeing



Act	Changes in law
	<ul style="list-style-type: none">• expanding the existing power available to police, to direct a person to remain at a specified place, to also enable them to direct a person to move to and remain at another place to allow police to serve or explain an application, police protection notices or DVO or issue a police protection notice• requiring a court to consider whether additional DVO conditions (beyond the standard condition that the respondent be of good behaviour) are necessary or desirable to better tailor protection for the victim or another person• requiring a court to focus on the protection required by a victim in determining the appropriate duration of a PO• requiring a court to consider any existing family law order it is aware of, and whether that order needs to be varied or suspended, if it is inconsistent with the protection needed by the victim• clarifying that a court must consider non-compliance, and may consider compliance, with a perpetrator intervention order when making a PO or varying a DVO, but must not refuse to make a PO or vary a DVO merely because the respondent has complied with a perpetrator intervention order• facilitating information sharing between key government and non-government entities to enable both risk assessment and management of serious domestic violence threats• enabling the Queensland Police Service to refer victims and perpetrators to specialist domestic and family violence service providers where a threat to a person's life, health or safety is identified• providing for the automatic mutual recognition of DVOs across Australia under the National Domestic Violence Order Scheme. <p>The Amendment Act also increased perpetrator accountability by increasing maximum penalties for breaches of police protection notices and release conditions to achieve consistency with other existing penalty provisions, and reflect the seriousness of domestic violence.</p>



Appendix 2 – Government bodies

The following government bodies, boards and panels were active during 2016–17 with reporting arrangements to the department.

Additional information about government bodies can be found at:

<http://www.communities.qld.gov.au/gateway/about-us/corporate-publications/annual-report/annual-report-2016-17>

Child Death Case Review Panel

The Panel is responsible for independently reviewing reports and recommendations prepared by the department, following the death or serious injury of a child known to the department. The purpose of the CDCRP is to make findings to facilitate ongoing learning and development in the provision of services to children and their families by the department.

Multicultural Queensland Advisory Council

The Advisory Council advises the Minister for Multicultural Affairs on opportunities and barriers facing people from culturally and linguistically diverse backgrounds and how to promote the Multicultural Queensland Charter to support a unified, harmonious and inclusive community.

Queensland Carers Advisory Council

The Advisory Council provides advice to the Minister on improving recognition and support for carers by government agencies and the broader community.

Queensland National Disability Insurance Scheme Transition Advisory Group

The Advisory Group provides advice to the Minister for Disability Services and the Queensland Government regarding Queensland's transition to the NDIS. Members represent the views of people with disability, families, carers and service providers and provide feedback and comment on identified challenges and questions relating to the transition.

Queensland Disability Advisory Council and regional disability advisory councils

The Advisory Council and seven regional disability advisory councils provide the Minister for Disability Services with independent and timely advice about important disability matters that have a regional, statewide or national impact.

Appendix 3 – Governance boards and committees

Portfolio Executive Board	
Description	<p>The Portfolio Executive Board is the department's key strategic governing body. Portfolio Executive Board meets monthly to consider the department's overarching strategy, service delivery, investment management and performance.</p> <p>To oversee the portfolio of programs and projects, Portfolio Executive Board also fulfils a key strategic leadership role as the Reform Portfolio Board.</p> <p>Portfolio Executive Board topics typically include escalated issues and reporting from other governance committees, portfolio performance dashboards, sessions to explore issues in depth, and high-level strategic financial issues.</p>
Membership	<p>Director-General (chair)</p> <p>Deputy Director-General, Corporate and Executive Services</p> <p>Deputy Director-General, Child, Family and Community Services and Southern Regions</p> <p>Deputy Director-General, Disability Services and Seniors and Northern Regions</p> <p>Deputy Director-General, Strategy, Engagement and Innovation</p> <p>Regional Executive Director, Far North Queensland Region</p> <p>Regional Executive Director, North Queensland Region</p> <p>Regional Executive Director, Central Queensland Region</p> <p>Regional Executive Director, North Coast Region</p> <p>Regional Executive Director, Brisbane Region</p> <p>Regional Executive Director, South East Region</p> <p>Regional Executive Director, South West Region</p> <p>Chief Information Officer</p> <p>Chief Finance Officer</p> <p>Chief Human Resource Officer</p>
Meeting frequency	Monthly
Achievements in 2016–17	<p>In 2016–17, the Portfolio Executive Board:</p> <ul style="list-style-type: none"> oversaw the Shape the Future change initiative guided portfolio-wide impacts of the NDIS transition refocused and reinforced the department's leadership approach including endorsement of a Leadership Charter re-examined the department's strategic risk profile



Executive Leadership Committee

Description

The Executive Leadership Committee focuses on the department’s strategic activities, performance and partnerships, and responds quickly to emerging strategic issues.

The Executive Leadership Committee concentrates on:

- the department’s overall alignment to strategy
- building and maintaining strategic partnerships
- the department’s strategic performance (financial and non-financial)
- emerging issues.

Membership

Director-General (chair)

Deputy Director-General, Corporate and Executive Services

Deputy Director-General, Child, Family and Community Services and Southern Regions

Deputy Director-General, Disability Services and Seniors and Northern Regions

Deputy Director-General, Strategy, Engagement and Innovation

Guests as invited

Meeting frequency

The Executive Leadership Committee meets weekly or as required by the Chair and considers verbal briefings and information papers on topics nominated by the Director-General or Deputy Directors-General, with a focus on high-level strategic activities and issues.

Service Delivery Leadership Forum

Description

The Service Delivery Leadership Forum focuses on service delivery issues, service integration, reform implementation effects, and comparative regional performance. It works through the effects of delivering reforms within and across regions, in the context of continuing our commitment to excellent customer service.

The Service Delivery Leadership Forum oversees two service delivery forums: the Child and Family Regional Directors Forum, and the Disability Services and Community Services Regional Directors Forum.

Membership

Deputy Director-General, Disability Services and Seniors and Northern Regions (co-chair)

Deputy Director-General, Child, Family and Community Services and Southern Regions (co-chair)



	<p>Regional Executive Director, Far North Queensland Region</p> <p>Regional Executive Director, North Queensland Region</p> <p>Regional Executive Director, Central Queensland Region</p> <p>Regional Executive Director, North Coast Region</p> <p>Regional Executive Director, Brisbane Region</p> <p>Regional Executive Director, South East Region</p> <p>Regional Executive Director, South West Region</p> <p>Deputy Director-General, Corporate and Executive Services (standing guest)</p> <p>Deputy Director-General, Strategy, Engagement and Innovation (standing guest).</p>
Meeting frequency	Monthly
Achievements in 2016–17	<p>In 2016–17, the committee:</p> <ul style="list-style-type: none"> provided a forum for discussion and engagement between regions and central office on significant issues and areas of significant concern monitored regional and central office performance against fiscal and operational targets enhanced the dialogue between regions on matters of mutual interest to improve consistency of outcomes facilitated discussions on significant strategic initiatives involving regional and central office stakeholders.

Social Services Performance and Reform Committee	
Description	<p>The Social Services Performance and Reform Committee is a decision-making committee that fulfils a dual role as a:</p> <ul style="list-style-type: none"> Reform Program Board to oversee reforms in the department’s strategic plan relating to community services and community inclusion, participation and resilience strategies mechanism to consider performance and operational matters relating to social services, community inclusion, participation and resilience. <p>The Social Services Performance and Reform Committee and its subcommittees also contribute to whole-of-government, industry-led and place-level reforms.</p>
Membership	<p>Deputy Director-General, Strategy, Engagement and Innovation (chair)</p> <p>Deputy Director-General, Corporate and Executive Services</p>



Deputy Director-General, Child, Family and Community Services and Southern Regions
 Chief Information Officer, Corporate and Executive Services
 Senior Executive Director, Policy and Legislation
 Executive Director, Disability Services Commissioning
 Executive Director, Child, Family and Community Services Commissioning
 Executive Director, Stakeholder Engagement and Communication
 Executive Director, Investment, Performance and Reform
 Director, Office for Community Sector and Industry
 Director, Strategic Investment and Quality
 Director, Office for Youth and Office for Seniors, Carers and Volunteering
 Regional Executive Director, Brisbane Region
 Regional Director, North Coast Region
 Head of Internal Audit and Compliance Services (standing guest).

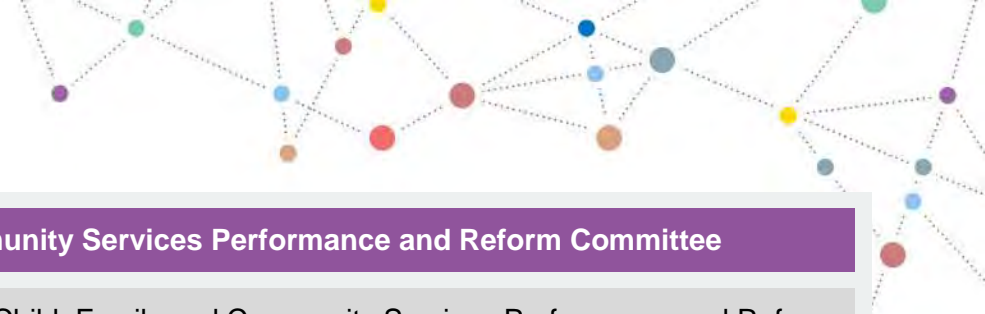
Meeting frequency

Monthly

Achievements in 2016–17

Key achievements delivered in 2016–17 include:

- co-development of a strategy for the community services industry
- delivery of regional workshops in partnership with the Community Services Industry Alliance to raise awareness of the report *Forecasting the future: community services in Queensland 2025*
- co-sponsorship and presentation of social innovation sessions at the 2017 Myriad Festival
- design of the Empowering Families Innovation Grants initiative
- coordination of cross-agency input to the Queensland Government’s response to the Logan Together Roadmap
- development of a series of tools to support place-based work
- commencement of quality assessment activities for organisations now subject to the Human Services Quality Framework
- provision of data, advice and assistance to Queensland Treasury for the Social Benefit Bond Pilot Program
- developed, launched and implemented strategies, including a Strategic Investment Direction and Action Plan, the *Queensland Youth Strategy: Building young Queenslanders for a global future*, *Queensland: an age-friendly community action plan*, and Queensland Financial Inclusion Plan.



Child, Family and Community Services Performance and Reform Committee

Description

The Child, Family and Community Services Performance and Reform Committee is a decision-making committee that fulfils a dual role as a reform program board and performance committee.

The committee is responsible for providing governance and strategic oversight of reforms in Child Protection and domestic violence as the Reform Program Board.

It also considers the performance and effectiveness of Service Delivery and Practice commissioned services.

Membership

Deputy Director-General, Child, Family and Community Services and Southern Regions (chair)

Deputy Director-General, Corporate and Executive Services

Deputy Director-General, Strategy, Engagement and Innovation

Chief Information Officer, Corporate and Executive Services

Senior Executive Director, Policy and Legislation, Strategy, Engagement and Innovation

Executive Director, Investment, Performance and Reform

Executive Director, Child, Family and Community Services Commissioning

Executive Director, Practice Connect

Executive Director, Child and Family Reform Oversight

Executive Director, Aboriginal and Torres Strait Islander Children and Families

Executive Director, Office for Women and Domestic Violence Reform

Regional Executive Director, Central Queensland Region

Regional Director, Child Safety, South East Region

Regional Director, Disability and Community Services, Brisbane Region

Director, Change and Innovation (standing guest)

Audit Manager, Queensland Audit Office (standing guest)

Meeting frequency

Monthly

Achievements in 2016–17

In 2016–17, the committee:

- monitored child safety performance and development of a systems intelligence approach
- oversaw the implementation of *Supporting Families Changing Futures* and domestic and family violence reforms
- considered the implications of evaluation reviews for Family and Child Connect and Intensive Family Support

- considered the implications of the Royal Commission into Institutional Child Sexual Abuse for child and family programs
- contributed to development of legislative amendments to the Child Protection Act
- provided input into the development of a multi-agency service response to child sexual abuse
- considered the implications arising from a Coronial recommendation on the use of PIN immobilisers
- endorsed work packages and monitored performance of the domestic and family violence reforms
- endorsed domestic and family violence investment for the 2016–17 Budget
- endorsed governance arrangements for the domestic and family violence Integrated Response Trials.

Disability Services Performance and Reform Committee

Description

The Disability Services Performance and Reform Committee replaced the Disability Services Reform Program Board in September 2015 and fulfils a dual role as a reform program board and mechanism to consider performance and operational matters.

The committee provides the program level overarching framework for disability services and community care reforms to:

- prepare for transition to the NDIS
- ensure high-quality disability service delivery.

The committee oversees the performance of Disability Services Commissioning, Disability Practice and Service Improvement, and regional disability services and community care.

Membership

Deputy Director-General, Disability Services and Seniors and Northern Regions (chair)

Executive Director, Disability Services Commissioning

Executive Director, Whole-of-Government NDIS Implementation

Executive Director, Disability Practice and Service Improvement

Chief Finance Officer, Corporate and Executive Services

Chief Human Resource Officer, Corporate and Executive Services

Senior Executive Director, Policy and Legislation, Strategy, Engagement and Innovation

Executive Director, Investment, Performance and Reform

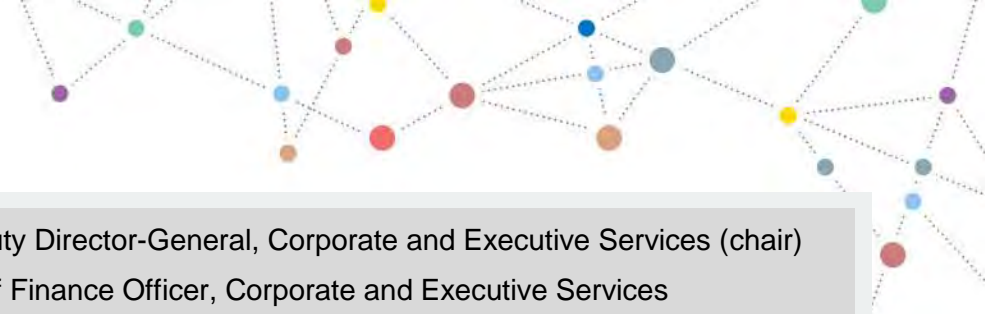
Regional Executive Director, North Queensland Region

Regional Executive Director, South West Region



	<p>Regional Director, Disability and Community Services, Far North Queensland Region</p> <p>Regional Director, Disability and Community Services, South East Region</p> <p>Regional Director, Disability and Community Services, Central Queensland Region</p> <p>Head of Internal Audit and Compliance Services (standing guest)</p> <p>Director, Change and Innovation (standing guest)</p>
Meeting frequency	Monthly or as required by the chair.
Achievements in 2016–17	<p>In 2016–17, the committee oversaw the department’s:</p> <ul style="list-style-type: none"> • phasing of full implementation of the NDIS in Queensland • roll out of NDIS for users of existing Queensland disability services in Ipswich, Bundaberg and Rockhampton transition areas • continuity of support arrangements for existing clients who may be ineligible for the NDIS • building the capacity of rural and remote, Aboriginal and Torres Strait Islander communities and culturally and linguistically diverse communities to participate in the NDIS • quality and safeguards for participants during transition • sector and market readiness, including provider and participant capacity building • funding reconciliation and transfer process • integration of risk management into program management.

Finance and Budget Committee	
Description	<p>The Finance and Budget Committee monitors our financial strategy and performance. It is a decision-making committee and its primary role is to:</p> <ul style="list-style-type: none"> • provide approval of budget strategies and responsibilities, including all major budget milestones during the financial year • oversee the preparation of the department’s budget submissions • monitor and endorse adjustments to the department’s budget • review whole-of-department financial performance, including monitoring of actual financial performance and position against budgets and overseeing the development of strategies in response to emerging issues • review and monitor the financial performance in relation to the department’s capital outlays • provide direction and endorsement of budget pressures requiring funding and allocation of savings.



Membership

Deputy Director-General, Corporate and Executive Services (chair)
Chief Finance Officer, Corporate and Executive Services
Deputy Director-General, Child, Family and Community Services and Southern Regions
Deputy Director-General, Disability Services and Seniors and Northern Regions
Deputy Director-General, Strategy, Engagement and Innovation
Regional Executive Director, Far North Queensland Region
Regional Executive Director, North Queensland Region
Regional Executive Director, Central Queensland Region
Regional Executive Director, North Coast Region
Regional Executive Director, Brisbane Region
Regional Executive Director, South West Region
Regional Executive Director, South East Region
Director-General (standing guest)

Meeting frequency

Monthly

Achievements in 2016–17

In 2016–17, the committee:

- oversaw the preparation of the department's budget and reviewed and monitored financial performance
- applied the fiscal strategy and budget rules and ensured these were adopted by all organisational units
- monitored budget pressures and evaluated and prioritised the use of savings to address budget pressures
- identified strategies to maximise the availability of departmental funds in current and the future years
- provided leadership and direction in the financial management and performance of the department
- monitored and reviewed financial performance in relation to capital outlays
- reviewed and provided direction on the overall ICT-enabled portfolio for strategic alignment, value and benefit delivery.

Information Steering Committee

Description

The Information Steering Committee ensures strategic alignment of the department's ICT investment. It is a decision-making committee and its role is to:

- maximise the value derived from the ICT portfolio to the department
- approve and release funds to programs on the strength of the business case relative to other investment opportunities
- ensure strategic alignment of the department's ICT investment.

Membership

Deputy Director-General, Corporate and Executive Services (chair)

Chief Information Officer, Information Services, Corporate and Executive Services

Chief Finance Officer, Corporate and Executive Services

Executive Director, Child, Family and Community Services Commissioning

Executive Director, Disability Services Commissioning

Executive Director, Child and Family Reform

Regional Executive Director, Far North Queensland Region

Regional Executive Director, South West Region

Regional Director Child Safety, North Coast Region

Other attendees:

Whole-of-government representative (from Queensland Government Chief Information Office)

Head of Internal Audit and Compliance Investigation Services

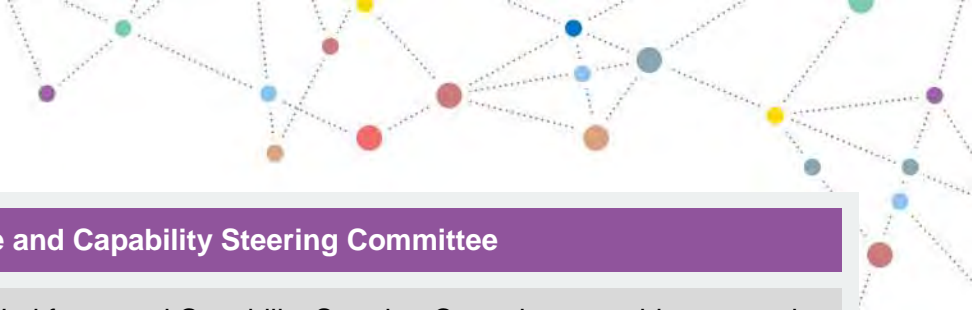
Meeting frequency

Bimonthly

Achievements in 2016–17

In 2016–17, the committee:

- oversaw the delivery of ICT services across the agency
- monitored the necessary security and risk controls for the agency
- monitored the management of records across the agency
- managed the ICT-enabled portfolio including *kicbox*, Carepay2 and 2Community Recovery Portal.



Workforce and Capability Steering Committee

Description	<p>The Workforce and Capability Steering Committee provides strategic and operational direction on human resource and workforce management issues. It is a decision-making committee and its primary role is to:</p> <ul style="list-style-type: none"> • oversee the implementation of human resource and workforce management strategies, policies and procedures • provide direction and develop strategies to support the achievement of departmental goals in areas such as workforce diversity, capability development, performance planning, career development, succession planning, equal employment opportunity/anti-discrimination and workplace health and safety • guide the department’s workforce planning • oversee and monitor the implementation of the human resource management agenda and achievements • lead the implementation of the learning and development framework and priorities • provide direction to the development of the department’s culture • focus on the workforce effects of reforms and enable a cohesive approach to our shifting workforce.
Membership	<p>Deputy Director-General, Corporate and Executive Services (chair)</p> <p>Chief Human Resource Officer, Human Resources and Ethical Standards</p> <p>Executive Director, Practice Connect</p> <p>Executive Director, Whole-of-Government NDIS Transition</p> <p>Executive Director, Stakeholder Engagement and Communication</p> <p>Regional Executive Director, Far North Queensland Region</p> <p>Regional Executive Director, North Queensland Region</p> <p>Regional Executive Director, Central Queensland Region</p> <p>Regional Executive Director, North Coast Region</p> <p>Regional Executive Director, Brisbane Region</p> <p>Regional Executive Director, South East Region</p> <p>Regional Executive Director, South West Region</p> <p>Director, Workforce Capability, Human Resources and Ethical Standards.</p>
Meeting frequency	Bimonthly



Achievements in 2016–17

In 2016–17, the committee:

- led the department’s strategic workforce planning and its workforce capability development
- approved the ‘Yarn and Grow’ Aboriginal and Torres Strait Islander Mentoring Program guidelines
- mandated water safety awareness training for Child Safety Officers, Placement Service Unit staff and Child Safety Support Officers
- endorsed that cultural capability training is mandatory for all staff
- endorsed the Child and Family Operational Workforce Plan
- approved a flexible induction program for Residential Care Officer
- endorsed the department’s LGBTIQ+ Strategy and Action Plan.

Audit and Risk Committee

Description

The Audit and Risk Committee’s primary role is to advise the Director-General on assurance-related matters, and assist in the discharge of the Director-General’s financial management responsibilities under the *Financial Accountability Act 2009*, *Financial Accountability Regulation 2009* and the *Financial and Performance Management Standard 2009*.

Membership

Mr Neil Jackson, external independent chair – July 2016 to January 2017

Ms Karen Prentis, external independent chair – from January 2017

Mr Rod Wilson, external independent member, Acting Deputy Chief Executive, Public Safety Business Agency – July 2016 to January 2017

Ms Leith Brown, external independent member, Deputy Director-General, Corporate, Department of Agriculture and Fisheries – from January 2017

Deputy Director-General, Corporate and Executive Services, Department of Communities, Child Safety and Disability Services (member)

Senior Executive Director, Policy and Legislation, Strategy, Engagement and Innovation, Department of Communities, Child Safety and Disability Services (member)

Head of Internal Audit, Internal Audit and Compliance Services, Department of Communities, Child Safety and Disability Services (invitee)



	<p>Chief Finance Officer, Financial Services, Corporate and Executive Services, Department of Communities, Child Safety and Disability Services (invitee)</p> <p>Audit Managers, Queensland Audit Office (invitee)</p> <p>Director-General (special invitee)</p>
Total remuneration payments and on-costs	In 2016–17, the external independent chairs received total remuneration of \$7842.
Meeting frequency	The committee met five times in 2016–17.
Achievements in 2016–17	<p>In 2016–17, the committee:</p> <ul style="list-style-type: none">• monitored compliance with the 2016–17 Internal Audit Plan and the implementation of recommendations arising from audit reports• provided guidance on, and endorsed, the 2017–18 Strategic Internal Audit Plan• reviewed and endorsed the annual financial statements• reviewed the department’s risk management and internal control frameworks• reviewed and endorsed the Chief Finance Officer Assurance Report.



Appendix 4 – National partnership agreements and national agreements

National Partnership on DisabilityCare Australia Fund Payments: Initial Payment

From 1 July 2014, the Commonwealth Government increased the Medicare levy from 1.5 to 2 per cent to help pay for the NDIS. DisabilityCare Australia Fund, which comprises these funds, was established to reimburse states, territories and the Commonwealth for expenditure incurred in relation to the NDIS.

On 30 June 2017, the Queensland Premier and the Prime Minister agreed to the National Partnership on DisabilityCare Australia Fund Payments: Initial Payment, which provides an initial one-off payment to jurisdictions from DisabilityCare Australia Fund.

Under the terms of the National Partnership, Queensland's DisabilityCare Australia Fund payment of \$52.8 million will be received by 31 December 2017, reimbursing Queensland for its financial contribution to the NDIS in 2015–16 and 2016–17.

National Disability Agreement

The agreement affirms the commitment of all governments to work in partnership with stakeholders, including people with disability, their families and carers, to improve outcomes for people with disability.

Priority areas under the National Disability Agreement include providing greater opportunities for choice and control, enhancing family and carer capacity, and maintaining flexible support models for people with complex needs.

Queensland invested in a wide range of disability services to enable people with disability to live as independently as possible and participate in the community. These services included accommodation support, community participation and life skills development, and early intervention to give children with disability the best start in life.

An additional 423 people took up opportunities for greater choice and control by self-directing their support through the Your Life, Your Choice initiative.

Queensland continued to respond to carers' needs by investing in respite services and funding carer support organisations, and stimulating the development of innovative options so that elderly parent carers can secure accommodation for their adult children with disability.

Bilateral Agreement between the Queensland and Commonwealth governments for transition to the National Disability Insurance Scheme in Queensland

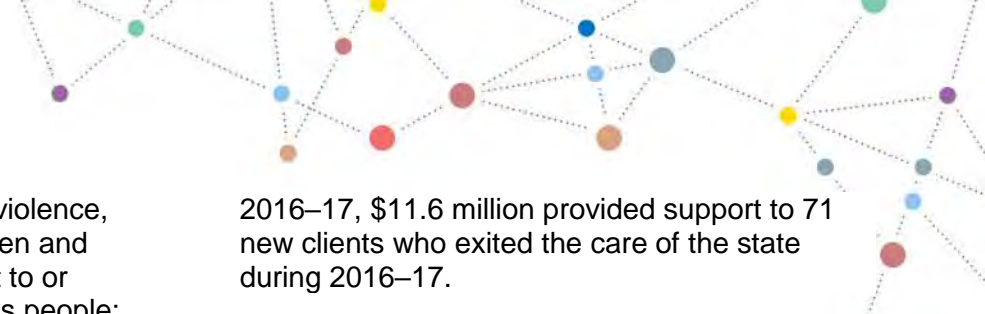
On 16 March 2016, the Queensland and Commonwealth governments agreed to the Bilateral Agreement for the transition to the NDIS in Queensland.

The Bilateral Agreement and associated schedules detail roles and responsibilities of the Queensland and Commonwealth governments during the transition in Queensland, between 1 July 2016 to 30 June 2019.

The schedules cover implementation matters including (but not limited to) funding, phasing and support arrangements, quality and safeguarding arrangements, and how the NDIS will interface with mainstream services.

National Partnership Agreement on Homelessness 2015–2017

The National Partnership Agreement on Homelessness supports Commonwealth and states efforts to reduce homelessness across Australia. It recognises that a reduction in homelessness requires attention on key groups:



rough sleepers; people experiencing violence, especially women and children; children and young people, including those subject to or exiting care and protection; Indigenous people; and people leaving social housing and institutional care, such as health and mental health services, juvenile justice or adult prisons.

The Department of Housing and Public Works has lead responsibility for negotiations and implementation of National Partnership Agreement on Homelessness. The department administers the Youth Housing and Reintegration Service (YHARS), the Transition and Post-Care Support initiative, and the Young Adults exiting Care of the State initiative, which are part of the National Partnership Agreement on Homelessness.

In 2016–17, YHARS operated in six locations, reconnecting young people with family, securing stable accommodation, and supporting school attendance. YHARS workers tailor services to meet the young person's needs and assist them to access supports and services. Case studies demonstrate the value of YHARS in assisting young people across a wide range of complex issues, barriers and challenges. Child Safety has reported positive outcomes for youth who engaged with YHARS on exit from care.

The Young Adults exiting Care of the State initiative funding response supports young people with disability who have been in state care to transition to life as an adult in the community. These young people can face multi-layered and complex issues; not only having a disability diagnosis but also potentially having experienced harm, trauma or separation issues. Young Adults exiting Care of the State initiative funded support helps young people to maintain suitable and stable living arrangements, develop life skills, increase independence and achieve a more inclusive life within the community. In

2016–17, \$11.6 million provided support to 71 new clients who exited the care of the state during 2016–17.

National Partnership Agreement for pay equity for the social and community services sector

This agreement was introduced in 2013 and contributes to assisting the social and community services sector with additional wage costs arising from pay equity orders.

In 2016–17, the department made payments of \$35.699 million to approximately 298 organisations delivering specialist disability services.

National Partnership Agreement on Transitioning Responsibilities for Aged Care and Disability Services

The agreement's objective is to implement Schedule F of the National Health Reform Agreement, which agreed on budget-neutral funding responsibilities for a range of services for people over and under the age of 65.

In 2016–17, we continued funding the delivery of basic community care support to younger people with disability and assisted funded organisations to prepare and implement program reforms across client services.

The previous specific Schedule F financial arrangements have now been incorporated into the broader funding agreements within the NDIS Bilateral Agreement and associated Schedules.

Appendix 5 – Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Ministers ARRs – section 7	3
Accessibility	Table of contents Glossary	4 159
	Public availability	ARRs – section 9.2 2
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3 2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4 2
	Information licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5 2
General information	Introductory information	ARRs – section 10.1 6
	Agency role and main functions	ARRs – section 10.2 9
	Operating environment	ARRs – section 10.3 9–20
Non-financial performance	Government’s objectives for the community	ARRs – section 11.1 11
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2 104
	Agency objectives and performance indicators	ARRs – section 11.3 59



Summary of requirement		Basis for requirement	Annual report reference
	Agency service areas and service standards	ARRs – section 11.4	59
Financial performance	Summary of financial performance	ARRs – section 12.1	25
Governance – management and structure	Organisational structure	ARRs – section 13.1	20
	Executive management	ARRs – section 13.2	21–24
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	91
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	33
	Queensland public service values	ARRs – section 13.5	12
Governance – risk management and accountability	Risk management	ARRs – section 14.1	76
	Audit committee	ARRs – section 14.2	76
	Internal audit	ARRs – section 14.3	102
	External scrutiny	ARRs – section 14.4	76
	Information systems and record-keeping	ARRs – section 14.5	81
Governance – human resources	Workforce planning and performance	ARRs – section 15.1	30
	Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i>	34



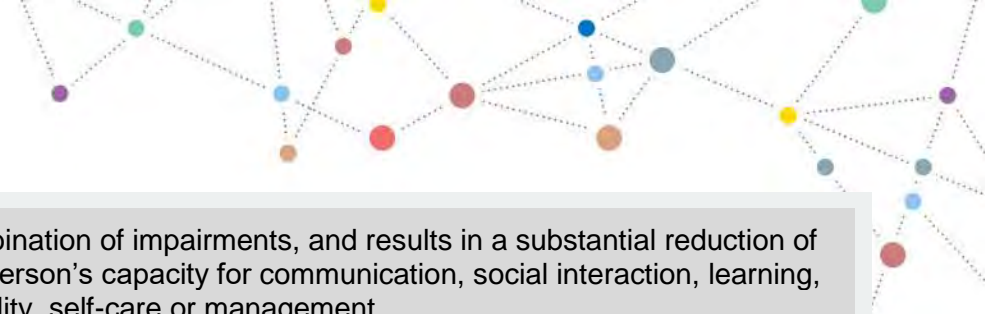
Summary of requirement		Basis for requirement	Annual report reference
		Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016) ARRs – section 15.2	34
Open Data	Statement advising publication of information	ARRs – section 16	24
	Consultancies	ARRs – section 33.1	24
	Overseas travel	ARRs – section 33.2	24
	Queensland Language Services Policy	ARRs – section 33.3	24
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	130
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	131

FAA
FPMS
ARRs

Financial Accountability Act 2009
Financial and Performance Management Standard 2009
Annual report requirements for Queensland Government agencies

Glossary

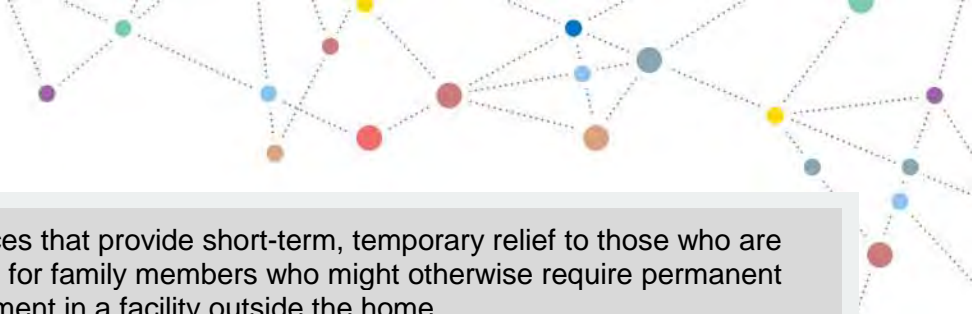
Carer	Someone who provides, in a non-contractual and unpaid capacity, ongoing care or assistance to another person who, because of a disability, frailty, chronic illness or pain, requires assistance with everyday tasks.
Queensland Child Protection Commission of Inquiry	On 1 July 2012, the Queensland 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 Care	Provides low-intensity support services to people under 65 years of age who have a disability or a condition that restricts their ability to carry out activities of daily living. Core activities of daily living include communication, self-care and mobility. Core activity tasks include dressing, bathing or showering, preparing meals, house cleaning and maintenance, and using public transport.
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.
Community recovery	Coordination of support for the restoration of emotional, social and physical wellbeing. It includes developing financial assistance packages for individuals, families and non-government organisations to help people recover from a disaster as quickly as possible.
Corporate 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.
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.
Human Services Quality Framework	A system for assessing and improving the quality of human services that applies to organisations delivering services under a service agreement with the department or other specified arrangements.
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 and Torres Strait Islander person who is a member of their community, a compatible community or from the same language group.
Living away from home	The provision of care outside the home to children who are in need of protection or who require a safe placement while their protection and safety needs are assessed. Includes hospitals, Queensland youth detention centres, independent living and all other placements.
National Disability Insurance Agency	The National Disability Insurance Agency is an independent statutory agency whose role is to implement the National Disability Insurance Scheme which will support a better life for Australians with a significant and permanent disability and their families and carers.
National Disability Insurance Scheme	Australian Government scheme that will support people with permanent and significant disability, and their families and carers. The NDIS will provide reasonable and necessary supports to people to live an ordinary life.
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.
Not Now, Not Ever Report	The <i>Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland</i> report by the Special Taskforce chaired by the Honourable Quentin Bryce, which examined Queensland's domestic and family violence support systems and made 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.
Recognised Entity	Aboriginal and Torres Strait Islander organisations or individuals connected with their communities and approved and funded by the department to provide cultural support and family advice to the department and courts in relation to child protection matters for Indigenous children and families.
Red tape	Excessive bureaucratic regulation or rigid conformity to formal rules considered redundant.
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.



Respite services	Services that provide short-term, temporary relief to those who are caring for family members who might otherwise require permanent placement in a facility outside the home.
Restrictive practices	Interventions such as: containment or seclusion; chemical restraint, mechanical restraint and physical restraint; or restricting access (for example, to objects by locking cupboards). These practices are required for adults with intellectual or cognitive disability who exhibit behaviour that places themselves or others at risk of harm.
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.
Supported accommodation	A living environment for children or adults with disability or high-support needs. Staff assist residents with daily living activities.
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 16 years at the time of committing an offence.

Contact us

The department works to strengthen and protect the wellbeing of Queenslanders, particularly those most in need of support.

Information about the department's supports and services can be accessed through:

- our service centres
- the 13 QGOV telephone number
- Queensland Government Service Centres
- Queensland Government website.

Service centres

We deliver services at service centres located in communities throughout Queensland. Dedicated child safety, community and disability service centres provide services from everyday support for families and individuals through to organising specialised services in emergencies.

13 QGOV

The 13 QGOV (13 74 68) telephone number provides a single entry point to the Queensland Government for customers. It operates 24 hours a day, 365 days a year.

Queensland Government Service Centres

At a Queensland Government Service Centre you can access a range of Queensland Government services, advice and information from a single location. You can also make payments over the counter for a variety of government services, irrespective of which department offers the service.

Along with the face-to-face counter service, Queensland Government Service Centres have self-service computer kiosks and a telephone linked to Smart Service Queensland's Integrated Contact Centre.

Service centres are in addition to the Queensland Government Agent Program offices in regional locations across Queensland. These offices provide government information about transactional services for people in their local community.

Queensland Government website

The Queensland Government website (www.qld.gov.au) is designed to present information based on relevance to customer groups so people can find information in one place, regardless of which department provides the service.

Our locations

Department of Communities, Child Safety and Disability Services

Central office

Address: 111 George Street, Brisbane Qld 4000
Post: GPO Box 806, Brisbane Qld 4001
Phone: 13 QGOV (13 74 68)
Website: www.communities.qld.gov.au

Regional offices:

Brisbane Region

Address: Ground Floor 55 Russell Street, South Brisbane Qld 4101
Post: PO Box 3022 BC, South Brisbane Qld 4101
Phone: 07 3109 7007
Fax: 07 3895 3040

Central Queensland Region

Address: Level 3, 209 Bolsover Street, Rockhampton Qld 4700
Post: PO Box 1503, Rockhampton Qld 4700
Phone: 07 4938 6996
Fax: 07 4938 4867

Far North Queensland Region

Address: Level 2, 5B Sheridan Street, William McCormack Place 1, Cairns Qld 4870
Post: PO Box 8054, Cairns Qld 4870
Phone: 07 4047 5745
Fax: 07 4039 8023

North Coast Region

Address: Level 3, 12 First Avenue, Maroochydore Qld 4558
Post: PO Box 972, Maroochydore, Qld, 4558
Phone: 07 5352 7298
Fax: 07 5352 7260



North Queensland Region

Address: Level 8, Verde Tower, 445 Flinders Street, Townsville Qld 4810
Post: PO Box 1168, Townsville Qld 4810
Phone: 07 4799 5533
Fax: 07 4799 5570

South East Region

Address: Ground Floor 100 George Street, Beenleigh Qld 4207
Post: PO Box 1170, Beenleigh Qld 4207
Phone: 07 3884 7400
Fax: 07 3884 7428

South West Region

Address: Level 1, ICON Building, 117 Brisbane Street, Ipswich Qld 4305
Post: PO Box 876, Ipswich Qld 4305
Phone: 07 3381 7400
Fax: 07 3381 7411

Further contact details, including details for Child Safety service centres, are located on our website at www.communities.qld.gov.au under 'Contact us'.

