

# ANNUAL REPORT 2016–2017

Department of Aboriginal and  
Torres Strait Islander Partnerships



**Queensland  
Government**





## ACKNOWLEDGEMENT

*We pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. The foundations laid by these ancestors—our First Nations peoples—gives strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Queensland.*

*We recognise it is our collective efforts and responsibility as individuals, communities and governments to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.*

*On behalf of the Department of Aboriginal and Torres Strait Islander Partnerships we offer a genuine commitment to fearlessly represent, advocate and promote the needs of Aboriginal and Torres Strait Islander Queenslanders with unwavering determination, passion and persistence.*

*As we reflect on the past and give hope for the future, we walk together on our shared journey to reconciliation where all Queenslanders are equal.*

## DIRECTOR-GENERAL'S MESSAGE



*"During the past year we have worked very hard on improving our services, our systems and our performance. We worked to improve economic participation for Aboriginal and Torres Strait Islander Queenslanders, enhance home and land ownership in Indigenous communities, deliver reconciliation outcomes through the wages and savings Reparations Scheme, and contributed to the development of a significant whole-of-government reform agenda."*

It is my pleasure to present to you the Department of Aboriginal and Torres Strait Islander Partnerships' (DATSIP) Annual Report for 2016–17. This report provides a review of our performance in delivering our vision to ensure Aboriginal people and Torres Strait Islander people participate fully in Queensland's vibrant economic, social and cultural life.

This has once again been a very productive year for the department as we continued to build strong relationships with Aboriginal and Torres Strait Islander community representatives and Elders, whilst strengthening the bonds with our strategic partners.

The department also achieved a significant milestone through the merger of the state-owned and operated Retail Stores in six remote Aboriginal communities with the stores under the IBIS operations in the Torres Strait. In consultation with the communities, the merger transferred ownership and management of Retail Stores to an independent body — Community Enterprise Queensland (CEQ). CEQ is managed by a 10 person board with strong Aboriginal and Torres Strait Islander representation.

The year delivered a number of other highlights including the hand back of state-owned land and national parks to Traditional Owners, including areas known as Sandstone West, Shelburne Bay and Bromley. We also continued to provide a range of activities related to infrastructure and coordination in remote and discrete communities and secured additional funding for the expanded role of the Remote Indigenous Land and Infrastructure Program.

We commenced a new phase of partnership with Aboriginal and Torres Strait Islander organisations and communities to refresh the Closing the Gap framework agenda. Activities included Closing the Gap Roundtables held in Brisbane and Cairns, strengthening our partnerships with the Mayors of Queensland's Aboriginal and Torres Strait Islander councils and continuing to support the Ministerial and Government Champions Program in partnership with remote communities.

In March 2017, the Queensland Government convened a historic Indigenous Community Cabinet in Cairns, the first of its kind in Queensland's history. It brought together all Ministers, Directors-General and the Mayors of discrete Aboriginal and Torres Strait Islander communities, where the Indigenous Mayors tabled their priorities.

Through our ongoing collaboration with the Mayors of Indigenous councils we continued to promote the activities of White Ribbon Australia to end men's violence against women. In May 2017, fifteen Mayors pledged their commitment to ending domestic and family violence.

In 2016–17, the Honourable Curtis Pitt MP, Treasurer and Minister for Trade and Investment commissioned the Queensland Productivity Commission to undertake an inquiry into service delivery in Queensland's remote and discrete Indigenous communities. We look forward to receiving the outcomes of the inquiry in 2017–18 to guide the work of the Queensland Government for remote and discrete Aboriginal and Torres Strait Islander communities.

We have also continued to build the capability of our staff, implemented key initiatives to improve our workforce diversity and embedded innovation into our organisational culture. Key areas of focus included continuing our Women in Leadership Program, staff development and building a talent pipeline, providing ongoing support for staff to undertake study and obtain qualifications, and providing opportunities for staff to undertake professional development through inter-agency secondments.

The department values workforce diversity with 32.2 per cent of staff, including at the executive and senior management level, identifying as Aboriginal and/or Torres Strait Islander.

I would like to acknowledge the significant contribution of Ron Weatherall, our previous Deputy Director-General of Policy, who retired during the year. Ron was closely involved in developing and implementing all of our department's major Aboriginal and Torres Strait Islander policy and reform initiatives over the past seven years.

It is our mission to increase and improve economic and community participation and promote the cultural recognition of Aboriginal and Torres Strait Islander Queenslanders. As a department we are committed to providing leadership across government to increase Indigenous representation and leadership at all levels within the Queensland Public Service. We support future Aboriginal and Torres Strait Islander leaders and seek the wisdom of current leaders and Elders in undertaking our work.

*"Over the coming year we will continue to build on our collective efforts to ensure the equality, recognition and advancement of Aboriginal people and Torres Strait Islander people across all aspects of society and everyday life, and in doing so, create a better state for both Indigenous and non-Indigenous Queenslanders."*

**Clare O'Connor**  
Director-General



Department of  
Aboriginal and  
Torres Strait Islander  
Partnerships

15 September 2017

The Honourable Mark Furner MP  
Minister for Local Government  
Minister for Aboriginal and Torres Strait Islander Partnerships

PO Box 15009  
CITY EAST QLD 4002

Dear Minister

I am pleased to present the Department of Aboriginal and Torres Strait Islander Partnerships' Annual Report 2016–17, including the financial statements.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at [www.datsip.qld.gov.au/publications-governance-resources/corporate-publications/annual-report](http://www.datsip.qld.gov.au/publications-governance-resources/corporate-publications/annual-report).

Yours sincerely

A handwritten signature in black ink, appearing to read "Clare O'Connor".

**Clare O'Connor**  
Director-General

# TABLE OF CONTENTS



## ABOUT OUR DEPARTMENT

Our vision, purpose, principles and values	1
Our role	2
Our customers and partners	2
Our organisational structure	3
Our governance	4
Our strategy	5
Summary of our performance	6
Our operating environment	8



## ECONOMIC PARTICIPATION OUTCOMES

Strategic overview	14
Create more job opportunities	15
Future directions	20
Grow emerging businesses and increase home and land ownership	21
Future directions	24



## COMMUNITY PARTICIPATION OUTCOMES

Strategic overview	26
Support safe caring and connected communities	27
Future directions	34
Support communities to value cultures and heritage	35
Future directions	36



## OUR ENABLER OUTCOMES

Strategic overview	38
Know our communities and build partnerships	39
Future directions	41
Creating a capable, agile and innovative organisation	42
Future directions	47
Our corporate governance	48
Future directions	51



## OUR FINANCIAL PERFORMANCE

What we achieved	53
Income received	53
Expenses incurred	54
Comparison to last year	55
Positive financial position	55
Assets held	55
Liabilities and equity	56
Retail Stores	56
Administered Items	56



## FINANCIAL STATEMENTS

Statement of comprehensive income	58
Statement of financial position	59
Statement of changes in equity	60
Statement of cash flows	61
Statement of comprehensive income by major departmental services	62
Certificate of the Department of Aboriginal and Torres Strait Islander Partnerships	84
Independent Auditor's report	85



## APPENDICES

Acronyms	90
Glossary	91
Appendix 1: Our legislation	93
Appendix 2: Service Delivery Statements	94
Appendix 3: Profile of DATSIP Board Members	97
Appendix 4: DATSIP Boards and Committees	98
Public availability of report	104
Contact details	105

# ABOUT OUR DEPARTMENT

## VISION

The department’s vision is for Aboriginal people and Torres Strait Islander people to participate fully in Queensland’s vibrant economic, social and cultural life.

## PURPOSE

We are committed to increasing the economic participation and improving the community participation of Aboriginal and Torres Strait Islander Queenslanders.

## VALUES

Through our partnerships with Aboriginal and Torres Strait Islander Queenslanders, industry groups, government departments and other key stakeholders, and in our day-to-day work, we demonstrate our commitment to the following five Queensland Public Service values:

## PRINCIPLES

Our work, conduct and decision-making are guided by the following principles:

- Respect
- Safety and wellbeing
- Our partners’ success is our success
  - We are accountable
- We engage, include and empower.



### Customers first

We strive to know the needs of our customers; deliver on policies, programs and services that matter to them; and make decisions that impact on our customers with empathic understanding.



### Unleash potential

We expect to see positive outcomes from the policies, programs and services we deliver; and achieve this by leading and setting clear expectations for ourselves and improving what is delivered by seeking, providing and acting on feedback.



### Ideas into action

We work closely with our customers and partners to challenge norms and suggest solutions; and to encourage and embrace new ways of doing things.



### Be courageous

We take responsibility for our actions, successes and mistakes. Our risks are calculated and considered. We act with transparency.



### Empower people

We lead, empower and trust our customers, partners and colleagues. We work with the strengths of others and commit to a process of continuous improvement.



## OUR ROLE

*Our department provides whole-of-government leadership and delivers policies, programs and services to improve the economic participation and community participation outcomes of Aboriginal and Torres Strait Islander Queenslanders.*

We believe that economic and community participation outcomes for Aboriginal and Torres Strait Islander Queenslanders can be achieved by delivering policies, programs and services that support the strategic objectives outlined in our 2016–20 Strategic Plan.

The key focus of our work is on:

- creating new employment and business opportunities
- addressing land tenure resolution in discrete Aboriginal and Torres Strait Islander communities to enable home ownership
- delivering the Welfare Reform Program
- minimising harm in discrete communities
- supporting reconciliation for Aboriginal and Torres Strait Islander Queenslanders through the Reparations Scheme
- supporting initiatives that reduce domestic and family violence and ensure the safety of community members
- supporting and advocating across government to close the gap on Aboriginal and Torres Strait Islander disadvantage
- administering cultural heritage legislation
- delivering retailing services in six remote locations
- connecting Aboriginal people and Torres Strait Islander people to their community and family histories.

## OUR CUSTOMERS AND PARTNERS

*Our customers are Aboriginal people and Torres Strait Islander people living in urban, regional, rural and remote communities across Queensland.*

The department remained committed to knowing our customer communities by:

- growing our understanding of our customers' experiences and needs
- expanding the department's evidence base to identify job seekers, potential employers, future growth industries and the skills required for the jobs of today and in the future
- building sustainable relationships with community representatives, industry groups and other stakeholders to improve our customers' economic and community participation.

During 2016–17, we continued to develop and maintain strategic relationships with peak bodies and community organisations, industry bodies and businesses, the Australian Government, Queensland Government departments and the local government sector, to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders.

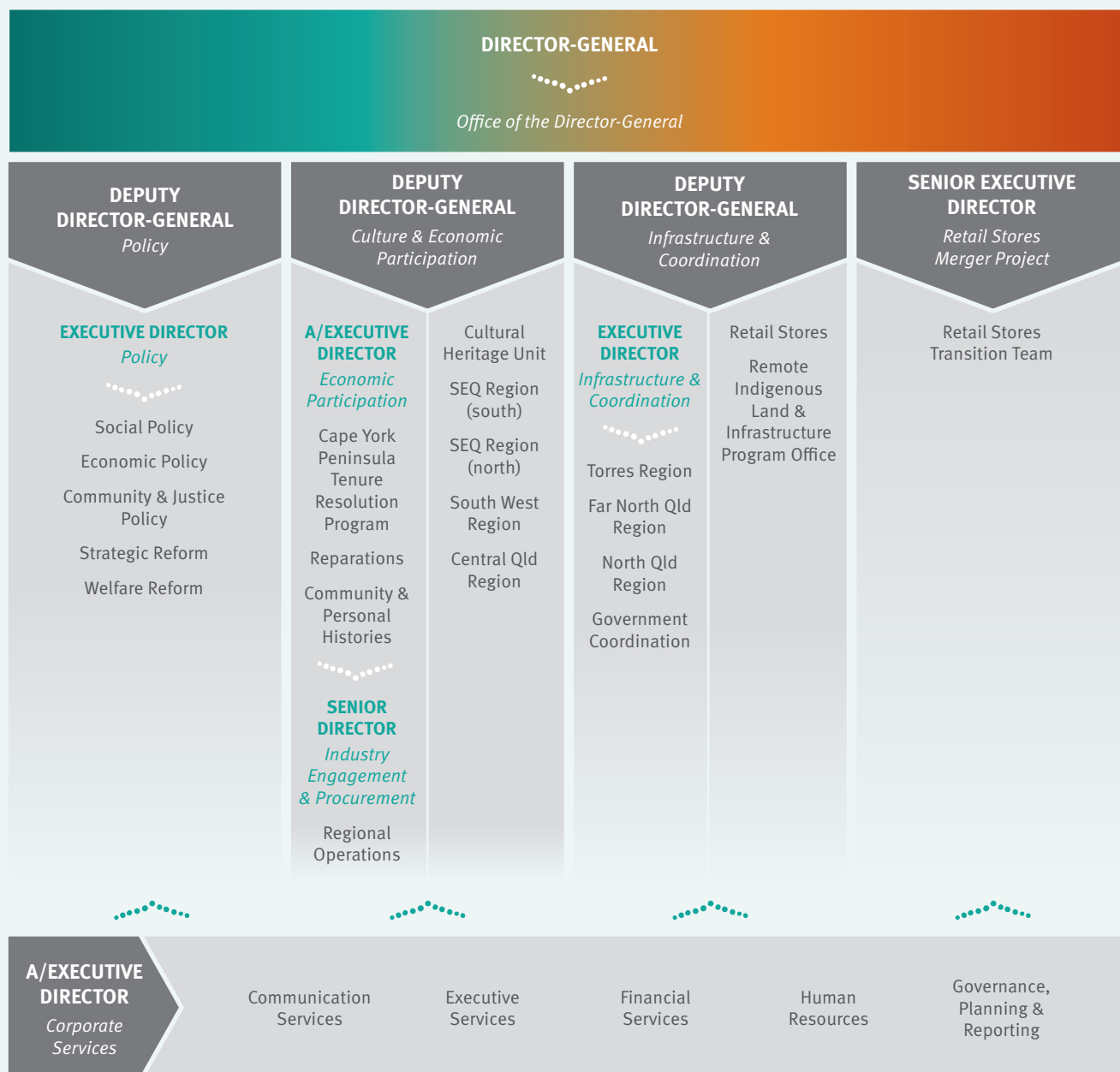
We partnered with Aboriginal and Torres Strait Islander communities and Elders, and worked closely with the Mayors of Queensland's Aboriginal and Torres Strait Islander councils. In addition to this, we continued to strengthen our partnerships across government through the ongoing work of the Policy Leaders Forum.

# OUR ORGANISATIONAL STRUCTURE

The department provides whole-of-government leadership in policy coordination and monitoring, and the delivery of services to Aboriginal and Torres Strait Islander Queenslanders.

The department's organisational structure, as at 30 June 2017 is provided at Figure 1.

**Figure 1:** Organisational structure



## OUR GOVERNANCE



### Our Minister

The Honourable Mark Furner MP, State Member for Ferny Grove, is Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships.

Minister Furner previously served as a Senator for Queensland in the Australian Parliament from July 2008 to June 2014, and has worked with Aboriginal and Torres Strait Islander communities throughout the state with a particular focus on reducing disadvantage.

### Our governing legislation

The Minister, through the department, administers a number of Acts of Parliament and relevant sections of other Acts from which the department derives its functions and powers. These include the:

- *Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984*
- *Aboriginal Land Act 1991*
- *Land Act 1994*
- *Aboriginal Cultural Heritage Act 2003*
- *Torres Strait Islander Cultural Heritage Act 2003*
- *Family Responsibilities Commission Act 2008*.

Further information on the legislation administered by the department is detailed in Appendix 1 – Our legislation, page 93.

### Our Board

The Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) Board is the key strategic governing body of the department. It is responsible for the overall strategic direction of the department, managing the department's performance and risks, and overseeing the department's portfolio of programs and projects.

Under the *Financial Accountability Act 2009*, accountability for the department's operations resides with the Director-General as the Accountable Officer. As the Director-General is the Chair of the board, all decisions of the board are considered to be approved by the Accountable Officer and are binding.

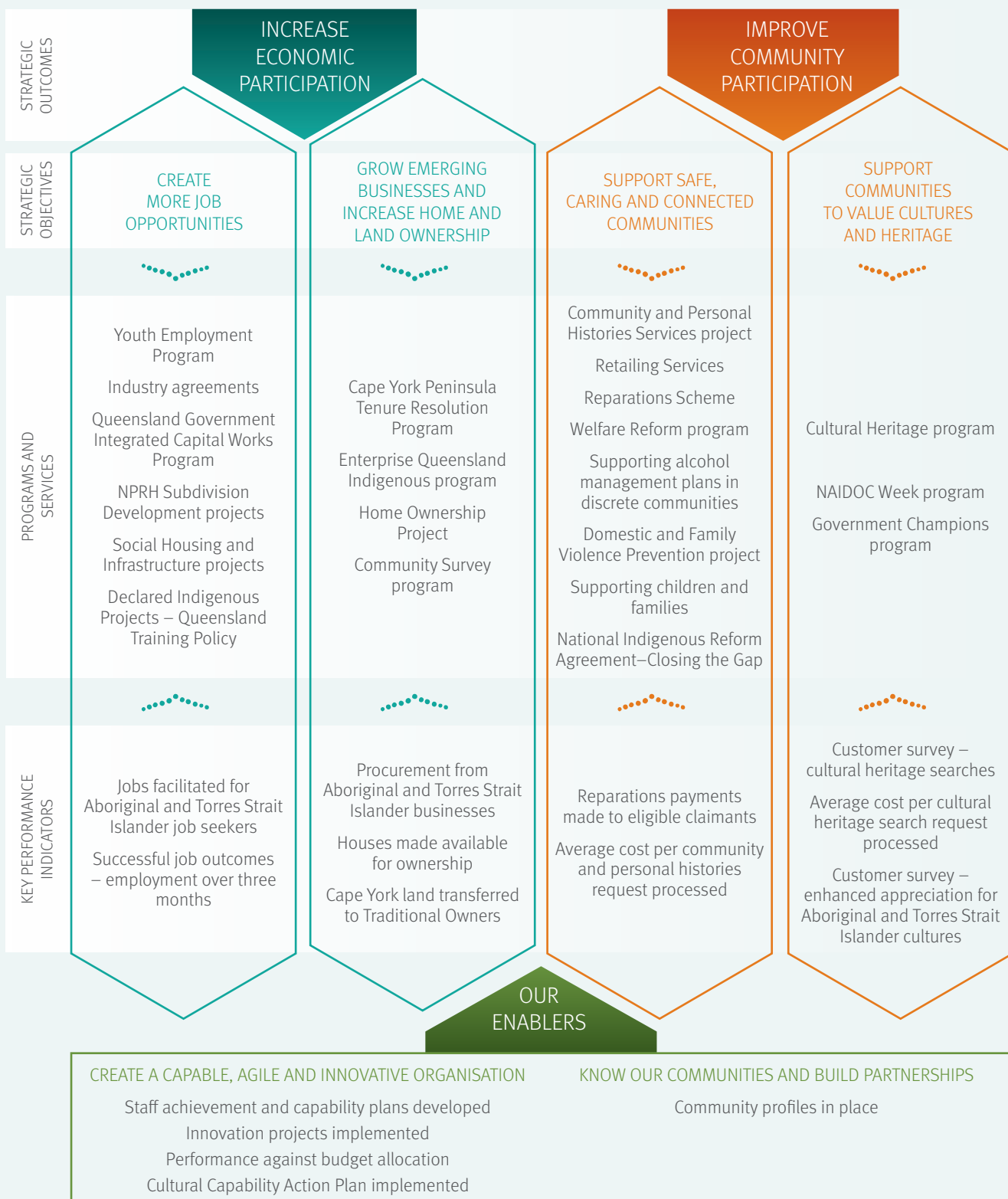
The DATSIP Board is supported by a number of committees, each of which is accountable to the board for its decisions.

The department's strategic boards and committees are as follows:

- DATSIP Board
- Executive Leadership Team
- Executive Leadership Team Budget Meeting
- DATSIP Regional Service Delivery Forum
- Women in Leadership Steering Committee
- ICT Steering Committee
- Audit and Risk Committee
- Remote Indigenous Land and Infrastructure Program Office Board.

Further information on the department's boards and committees can be found in Appendix 3 and 4, pages 97–98.

# OUR STRATEGY



Further information on our performance can be found on pages 6–7, 'Summary of our performance'.

## SUMMARY OF OUR PERFORMANCE

The summary of our performance provides a high-level snapshot against the key performance indicators (KPIs) within the department's 2016–20 Strategic Plan and 2016–17 Service Delivery Statement. The table below provides information on our performance against both strategic documents.

Strategic outcomes and objectives	Key Performance Indicator	2016–17 Target/Estimated	2016–17 Actual
<b>INCREASED ECONOMIC PARTICIPATION</b>			
Create more job opportunities	<b>KPI – Aboriginal and Torres Strait Islander jobs</b> Number of job placements for Aboriginal people and Torres Strait Islander people facilitated by the department	500	<b>1074</b>
	<b>KPI – Aboriginal and Torres Strait Islander successful job outcomes – employment over 3 months</b> Percentage of Aboriginal people and Torres Strait Islander people successfully employed three months after placement	50%	<b>77.6%</b>
Grow emerging businesses and increase home and land ownership	<b>KPI – Procurement from Aboriginal and Torres Strait Islander businesses</b> Number of Aboriginal and Torres Strait Islander businesses securing government procurement	100	<b>385</b>
	Value of government procurement from Aboriginal and Torres Strait Islander businesses	\$40M	<b>\$270M</b>
	<b>KPI – Houses made available for ownership</b> Number of houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities	22	<b>22</b>
	<b>KPI – Cape York land transferred to Traditional Owners</b> Number of hectares of state land and national parks transferred to Traditional Owners in Cape York Peninsula	273,609ha	<b>315,572ha</b>

Strategic outcomes and objectives	Key Performance Indicator	2016–17 Target/Estimated	2016–17 Actual
<b>IMPROVED COMMUNITY PARTICIPATION</b>			
Support safe, caring and connected communities	<b>KPI – Reparations payments processed</b>		
	Total amount paid to Aboriginal and Torres Strait Islander Queenslanders in reparations	\$7.2M	<b>\$5.4M</b>
	Number of new reparations applications submitted by Aboriginal and Torres Strait Islander Queenslanders processed	600	<b>757</b>
	Average cost per community and personal histories request processed	\$3,000	<b>\$3,305</b>
Support communities to value cultures and heritage	<b>KPI – Customer survey: cultural heritage searches</b>		
	Percentage of customers satisfied with services provided by the department through the Aboriginal and Torres Strait Islander cultural heritage online portal	Baseline to be established	<b>82%</b>
	Average cost per cultural heritage search request processed	\$50	<b>\$33</b>

**OUR ENABLERS**

Know our communities and build partnerships

New KPIs to be developed in 2017–18

Create a capable, agile and innovative organisation	<b>KPI – Staff Achievement and Capability Plans developed</b>		
	Percentage of Staff Achievement and Capability plans developed	90%	<b>90%</b>
	<b>KPI – Innovation projects implemented</b>		
	Number of innovation projects implemented	8	<b>8</b>
	<b>KPI – Performance against budget allocation</b>		
	Achieved performance against budget allocation	99%	<b>100%</b>
	<b>KPI – Strengthen workforce diversity:</b>		
	Percentage of Aboriginal and Torres Strait Islander staff	28%	<b>32.2%</b>
Percentage of women at Senior Executive Service level and above	50%	<b>55.6%</b>	
Percentage of staff with disability	3.3%	<b>3.8%</b>	
Percentage of staff from non-English speaking backgrounds	8.2%	<b>9.8%</b>	
	<b>KPI – Cultural Capability Action Plan implemented</b>		
	Percentage of actions within the DATSIP Cultural Capability Action Plan implemented within agreed timeframes	100%	<b>100%</b>

## OUR OPERATING ENVIRONMENT

Our department operates within a complex and challenging environment. Aboriginal people and Torres Strait Islander people in Queensland experience levels of social and economic disadvantage at significantly higher rates than non-Indigenous Queenslanders. The Organisation for Economic Co-operation and Development (OECD) notes that the key elements for the wellbeing of individuals and communities are health, income, jobs, housing, education and community safety. For Aboriginal people and Torres Strait Islander people, cultural heritage and connection to land also have a significant impact on wellbeing. On any measure of wellbeing, the outcomes for Aboriginal and Torres Strait Islander Queenslanders are significantly lower than for non-Indigenous Queenslanders.

Social domains are measured by:

- adult imprisonment and juvenile detention rates
- rates of Aboriginal and Torres Strait Islander children in out-of-home care
- rates of family and community violence
- life expectancy and rates of preventable diseases.

Economic domains are measured by:

- labour force participation rates
- employment rates
- levels of business and home ownership
- rates of school attendance
- levels of literacy and numeracy.

Aboriginal people and Torres Strait Islander people make up 4.0 per cent of the Queensland population (source: Australian Bureau of Statistics Census of Population and Housing 2016). Around 186,500 people in Queensland identified as Aboriginal and Torres Strait Islander in 2016. That's up 65 per cent from around 113,000 Aboriginal and Torres Strait Islander Queenslanders identified in the 2001 Census. Queensland has the second highest share of the total Australian population of Aboriginal people and Torres Strait Islander people (with 28.7 per cent of the total, second to NSW with 33.3 per cent).

The vast majority of Aboriginal people and Torres Strait Islander people (around 80 per cent), live in urban and regional Queensland. While the levels of disadvantage are most pronounced in remote communities, disadvantage remains evident across all locations. Queensland has some of Australia's most disadvantaged remote communities.

As a department, we are addressing this disadvantage by developing and renewing strategies in the areas of justice, economic participation (focused on employment, procurement and business partnerships), and urban and regional development. These strategies focus on closing the gap through targeted social and economic policy and program reforms to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders.

## Managing our risks and capitalising on opportunities

### Risks

Our department identified a number of strategic risks that could potentially impact upon the achievement of our strategic objectives, including:

- failure to maximise our strategic outcomes
- failure to create a capable, agile and innovative organisation.

### Opportunities

During 2016–17, we capitalised on the opportunities that arose from these strategic risks by:










- building and maintaining sound and productive relationships with all levels of government and with business and industry partners
- establishing a workplace environment where staff are capable, innovative and motivated towards achieving the best outcomes for Aboriginal and Torres Strait Islander Queenslanders.

## Our services

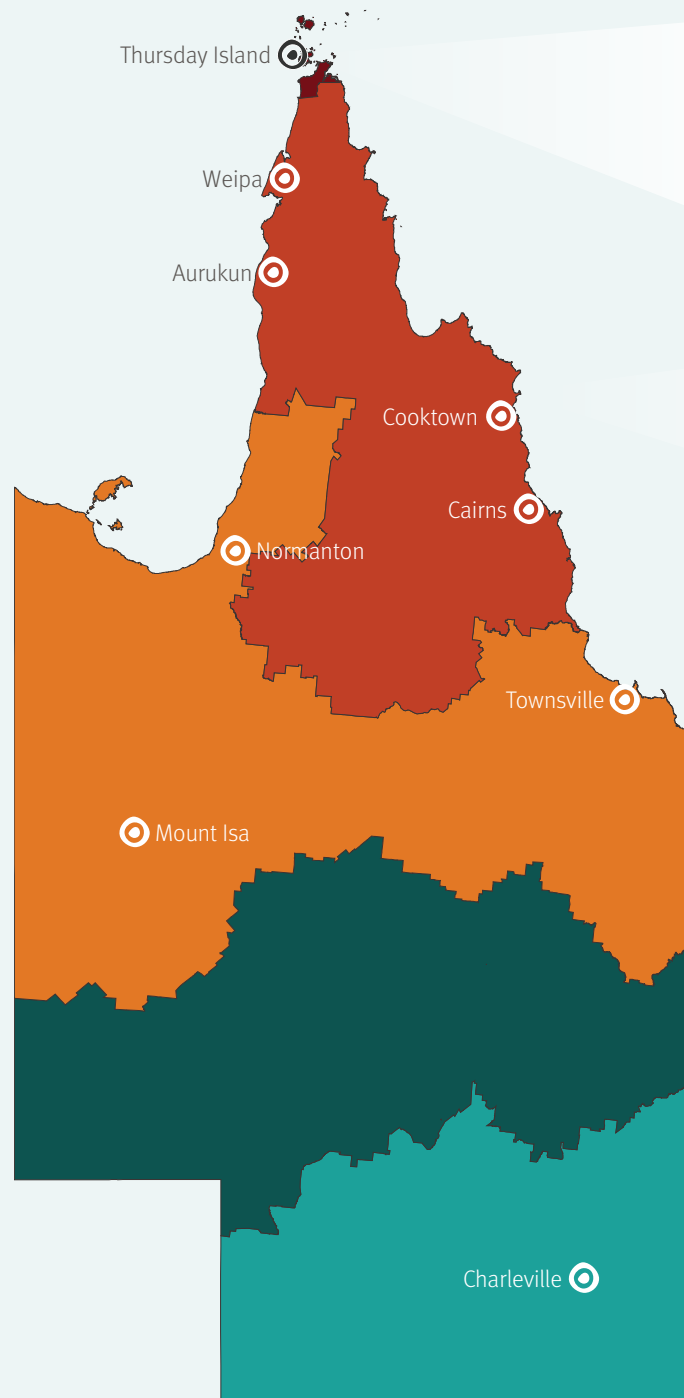
*Our customers are Aboriginal people and Torres Strait Islander people living in urban, regional, rural and remote communities across Queensland.*

The department has service centres in major regional locations throughout Queensland, including the Brisbane central business district. Service delivery staff work with community leaders, funded service providers, businesses and other layers of government to lead and contribute to key initiatives of the Queensland Government that provide appropriate, accessible and quality services to Aboriginal and Torres Strait Islander Queenslanders.

### Regional services

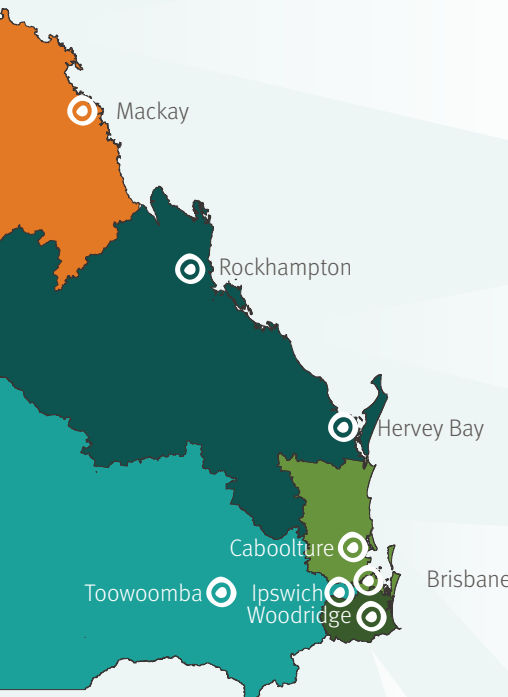
-  *Employment and procurement*
-  *Land and infrastructure*
-  *Reparations scheme*
-  *Cultural heritage services*
-  *Retail Stores*
-  *Community and personal history services*
-  *Welfare Reform program — minimising harm*
-  *Family and community safety initiatives*
-  *Services centres*

*\* refers to Aboriginal and Torres Strait Islander Queensland population figures only, based on the Australian Bureau of Statistics 2016 Census.*



SOUTH WEST QUEENSLAND REGION	
SERVICE CENTRES Toowoomba, Charleville, Ipswich	POPULATION* 23,173 people
SERVICES	
	





TORRES REGION	
SERVICE CENTRES Thursday Island	POPULATION* 9,066 people
SERVICES 	

FAR NORTH QUEENSLAND REGION	
SERVICE CENTRES Cairns, Aurukun, Cooktown, Weipa	POPULATION* 32,253 people
SERVICES 	

NORTH QUEENSLAND REGION	
SERVICE CENTRES Townsville, Mount Isa, Mackay	POPULATION* 33,677 people
SERVICES 	

CENTRAL QUEENSLAND REGION	
SERVICE CENTRES Rockhampton, Hervey Bay	POPULATION* 24,947 people
SERVICES 	

SOUTH EAST QUEENSLAND (NORTH) REGION	
SERVICE CENTRES Brisbane, Caboolture	POPULATION* 42,245 people
SERVICES 	

SOUTH EAST QUEENSLAND (SOUTH) REGION	
SERVICE CENTRES Woodridge	POPULATION* 20, 326 people
SERVICES 	

## Our leadership—closing the gap

*Our department has an important role to play to ensure work continues to address areas of disadvantage for Aboriginal and Torres Strait Islander Queenslanders.*

Queensland has the second largest Indigenous population in the nation and the Queensland Government has re-affirmed its commitment to closing the gap between life expectancy, health, education and employment outcomes for Aboriginal people and Torres Strait Islander people.

In response to the *Closing the Gap – Prime Minister's Report 2017*, the department is leading and driving an accelerated, whole-of-government action to build on, leverage and revitalise state-wide strategies Queensland Government agencies are progressing to close the gap.

The report highlighted areas of success and areas for improvement, nationally. There are several positives highlighted in the report, showing we are giving Aboriginal and Torres Strait Islander children and young people a strong start in life.

We do this by:

- working with partners, such as the Department of Education and Training to increase kindergarten participation amongst Aboriginal and Torres Strait Islander children
- supporting our stakeholders, such as the Queensland Aboriginal and Torres Strait Islander Foundation (QATSIF) to assist students financially to achieve their Queensland Certificate of Education
- driving change across agencies through whole-of-government strategies such as *Moving Ahead*, to increase the economic participation of Aboriginal people and Torres Strait Islander people through jobs, training and business development opportunities.

## OUR WORK TOWARDS CLOSING THE GAP

BETWEEN INDIGENOUS AND NON-INDIGENOUS QUEENSLANDERS

National target:

**Increase school attendance within five years (by 2018)**

Strategies:

*Worked with the Department of Education and Training and Aboriginal and Torres Strait Islander communities to develop strategies to increase early childhood enrolment and attendance and increase school attendance.*

National target:

**Halve the gap in reading, writing and numeracy within a decade (by 2018)**

Strategies:

*Worked with the Department of Education and Training to develop strategies to improve literacy and numeracy and increase levels of Year 12 attainment or equivalent qualifications and attendance and increase school attendance.*



National target:

**95% of all  
Indigenous four year olds  
enrolled in early childhood  
education (by 2025)**

Strategies:

*Worked with the Department of Education and Training and Aboriginal and Torres Strait Islander communities to develop strategies to increase early childhood enrolment and attendance and increase school attendance.*

National target:

**Increase levels of  
Year 12 attainment or  
equivalent qualification  
(20-24 years)**

Strategies:

*Supported QATSIF to deliver their scholarships program for Year 11 and 12 students.*

National target:

**Halve the gap in  
employment outcomes  
within a decade (by 2018)**

Strategies:

- *Provided jobs and pre- and post-employment support to employees and employers.*
- *Facilitated the development of programs for employment, business skills and procurement.*
- *Influenced agencies to broker goods and services from Aboriginal and Torres Strait Islander businesses.*

National target:

**Reduce  
mortality rates for  
children under five  
(by 2018)**

Strategies:

- *Promoted the National Disability Insurance Scheme to Aboriginal people and Torres Strait Islander people.*
- *Assisted communities to establish social norms, re-establish local authority and maximise local decision-making.*
  - *Implemented strategies and initiatives to reduce the over-representation of children in the child protection system.*
  - *Worked with our partners to reduce family and domestic violence.*
  - *Implemented strategies and initiatives to reduce alcohol-related violence.*

National target:

**Improve life  
expectancy within  
a generation  
(by 2031)**



# ECONOMIC PARTICIPATION OUTCOMES

## IN THIS SECTION...

Strategic overview

Strategic objective: Create more job opportunities

Strategic objective: Grow emerging businesses and increase home and land ownership

Future directions

## SNAPSHOT OF ACHIEVEMENTS IN 2016–17

SUPPORTED EMPLOYERS AND  
EMPLOYEES RESULTING IN

# 77.6%

OF ABORIGINAL AND TORRES STRAIT ISLANDER  
QUEENSLANDERS BEING **SUCCESSFULLY EMPLOYED**  
THREE MONTHS AFTER PLACEMENT



TRANSFERRED

# 315,572

**HECTARES OF STATE LAND AND NATIONAL PARKS**  
TO TRADITIONAL OWNERS IN CAPE YORK  
**EXCEEDING OUR TARGET**  
OF 273,609 HECTARES

# 1074

**JOBS FACILITATED** FOR ABORIGINAL AND  
TORRES STRAIT ISLANDER JOB SEEKERS



**EXCEEDING OUR TARGET**  
OF 500 JOBS

# 13

**CONTRACTS  
AWARDED**

TO BUSINESSES WITH AGREED INDIGENOUS  
PARTICIPATION IN ACCORDANCE WITH THE  
QUEENSLAND GOVERNMENT BUILDING AND  
CONSTRUCTION TRAINING POLICY



# 80

**APPRENTICESHIPS AND TRAINEESHIPS**  
FOR ABORIGINAL AND TORRES STRAIT ISLANDER  
QUEENSLANDERS ACHIEVED THROUGH THE INTEGRATED  
CAPITAL WORKS PROGRAM



# 17

**SOCIAL HOUSING**  
INDIGENOUS LAND USE AGREEMENTS  
HAVE BEEN NEGOTIATED  
IN THE TORRES STRAIT

**385 INDIGENOUS BUSINESSES**  
SECURED AN ESTIMATED

# \$270M



IN QUEENSLAND GOVERNMENT PROCUREMENT  
**EXCEEDING OUR TARGET**  
OF 100 BUSINESSES AND \$40M

# STRATEGIC OVERVIEW



CREATE MORE  
JOB OPPORTUNITIES



HOW WE DO IT

---

Create more job opportunities so that Aboriginal people and Torres Strait Islander people enter and actively participate in the workforce.

---

Increase procurement opportunities for Aboriginal and Torres Strait Islander businesses and assist them to build capacity and capability to tender for, and secure, government and industry contracts.

---

Increase Aboriginal and Torres Strait Islander employee participation in the Queensland public sector through cross-cultural capability planning across agencies.

---



GOVERNMENT OBJECTIVE:  
CREATE JOBS AND A DIVERSE ECONOMY



GROW EMERGING BUSINESSES AND  
INCREASE HOME AND LAND OWNERSHIP



HOW WE DO IT

---

Help grow Aboriginal and Torres Strait Islander businesses through increased procurement opportunities.

---

Transfer identified state-owned lands and national parks to Traditional Owners.

---

Address land tenure issues in discrete Aboriginal and Torres Strait Islander communities to enable home ownership.

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GOVERNMENT OBJECTIVE:  
CREATE JOBS AND A DIVERSE ECONOMY



## CREATE MORE JOB OPPORTUNITIES

### Job opportunities facilitated

The department continued to create more job opportunities for Aboriginal and Torres Strait Islander Queenslanders by:

- delivering the Youth Employment Program (YEP)
- brokering industry agreements
- creating employment opportunities through social housing and infrastructure projects
- delivering regional employment projects
- securing sustainable employment for local people through the Retail Stores
- implementing employment projects in Welfare Reform communities
- providing post-job placement support.

#### Key achievements

During 2016–17, the department facilitated 1074 job placements for Aboriginal and Torres Strait Islander job seekers across Queensland, exceeding our target of 500 placements. This included:

- 187 employment opportunities for Year 12 Aboriginal and Torres Strait Islander students and school leavers through the Youth Employment Program
- 626 employment opportunities for qualified and job-ready Aboriginal and Torres Strait Islander candidates in jobs generated through industry engagement and regional employment projects
- 261 employment opportunities for Aboriginal and Torres Strait Islander job seekers in social housing and infrastructure projects across the National Partnership on Remote Housing (NPRH) communities and other capital works in remote communities.

Performance measure

Number of job opportunities facilitated by DATSIP		
Year	2015–16	2016–17
Target	400	500
Actual	<b>1021</b>	<b>1074</b>

Source: YEP Customer Relationship Management (CRM) System. Further details regarding this Service Delivery Statement performance measure is provided at Appendix 2 on page 94.

### Post-placement support provided

The department provided post-placement support to Aboriginal and Torres Strait Islander workers placed into employment by our department.

#### Key achievements

Data for 2016–17 shows that 77.6 per cent of Aboriginal and Torres Strait Islander Queenslanders placed into employment by our department were still employed three months later, exceeding our 2016–17 target of 50 per cent.

Performance measure

Percentage of employment 3 months after placement		
Year	2015–16	2016–17
Target	50%	50%
Actual	<b>78.4%</b>	<b>77.6%</b>

Source: YEP Customer Relationship Management (CRM) System. Please note: data presented here excludes job opportunities secured by Aboriginal people and Torres Strait Islander people in government construction projects. Further details regarding this Service Delivery Statement performance measure is provided at Appendix 2 on page 94.

## School leavers assisted

Our department delivered the Youth Employment Program (YEP), which provides services to assist and support young Aboriginal and Torres Strait Islander Year 12 school leavers and other qualified and job-ready candidates in post-school transitions to work, study or training.

The program includes active engagement with Aboriginal and Torres Strait Islander students while enrolled in Year 12, to assist them to define their career aspirations, make informed decisions about future job opportunities and connect them to those opportunities.



### CASE STUDY:

## CREATING EMPLOYMENT PATHWAYS FOR YOUNG PEOPLE

*"I would like to thank DATSIP and Headspace for giving me this opportunity as it has become life changing for me and my family. I now have bought a car and have moved into my own home. When I started at DATSIP I didn't really know what I wanted to do after school as a long-term career choice, but DATSIP gave me the drive to work with assisting other Aboriginal and Torres Strait Islander youth and this is the path that I want to continue in the future."*

Tor-quaisia (Tori) Robe-Broome, a young Butchulla and South Sea Islander woman, is a YEP candidate in the Central Queensland Region.

### Key achievements

Through YEP, our department assisted school leavers in the following ways:

- registered 1891 Year 13 and other qualified and job-ready candidates onto the YEP Customer Relationship Management (CRM) System, which assists regional staff to more effectively and efficiently manage relationships with candidates
- offered the Talk Up Training Program to 1328 candidates registered on the YEP CRM System
- engaged with 2428 Year 12 Aboriginal and Torres Strait Islander students.

Tori first contacted DATSIP as a Year 12 student at Hervey Bay State High School in 2013, when she became a school-based trainee. Tori has always been interested in working in the community services sector and successfully completed a Certificate III in Community Services.

In 2015, Tori was a regional finalist for two Department of Education and Training Awards, The Bob Marshman Trainee of the Year and The Aboriginal and Torres Strait Islander Student of the Year.

While successfully competing Year 12 and her traineeship, Tori became a mother to her son, Tyson. Tori wanted the best for her son and knew that, to provide the best opportunities, she needed to keep on track and strive towards her goals in life.

Tori said, 'For me it was always about giving my son the best and to become a positive role model to him and to my younger siblings'.

Tori was interviewed by Headspace at Hervey Bay and was successful in securing a traineeship to undertake a Certificate IV in Mental Health. She is currently employed full-time as an Access and Engagement Clinician. Tori is an active member of the intake team and assists young people aged between 12 and 25 years to access Headspace services or external support services. Tori is the only Aboriginal and Torres Strait Islander staff member at present; she loves her work as it provides a sense of achievement and reward.

## Moving Ahead strategy launched

On 23 September 2016, the Minister for Aboriginal and Torres Strait Islander Partnerships launched the whole-of-government strategy *Moving Ahead: A strategic approach to increasing the participation of Aboriginal and Torres Strait Islander people in Queensland's economy 2016–2022 (Moving Ahead)*. The strategy aims to ensure that Aboriginal people and Torres Strait Islander people participate fully in Queensland's growing economy through skilling, training and business growth and development.

The strategy includes 27 actions to drive targeted change across five priority areas:

- build a more skilled and diverse workforce
- focus on youth, and plan for future success
- build our partnership with industry
- increase entrepreneurship, business growth and innovation
- overcome barriers and realise opportunities to completion.

### Key achievements

Under the *Moving Ahead* strategy, our department:

- developed an implementation plan and evaluation framework for *Moving Ahead*
- led the implementation of the Queensland Public Sector Workforce Strategy, to improve attraction, recruitment, retention and development outcomes across government, and achieve a 3 per cent target on the employment of Aboriginal people and Torres Strait Islander people in the Queensland public sector by 2022
- directly implemented a number of actions including the Youth Employment Program, partnership agreements with industry and the resolution of land administration matters and strengthened coordination of capital works projects to provide economic participation opportunities for Aboriginal people and Torres Strait Islander people
- developed the *Queensland Indigenous Procurement Policy*, a whole-of-government framework to increase procurement with Indigenous businesses to 3 per cent of the value of government procurement by 2022, where an Indigenous business has at least 50 per cent ownership by an Aboriginal person or Torres Strait Islander person or persons.

## Industry agreements brokered

Our department formed partnerships and negotiated agreements with Queensland companies and businesses to improve education, training, employment, and procurement and business development outcomes for Aboriginal and Torres Strait Islander Queenslanders.

### Key achievements

As at June 30 2017, the department successfully signed 10 Memoranda of Understanding (MOUs) with industry partners, including:

- AgForce
- Compass Group Australia
- Construction Skills Queensland (CSQ)
- Economic Development Queensland (EDQ)
- Indigenous Business Australia (IBA) and Townsville Regional Indigenous Business Network (TRIBN)
- Institute for Urban Indigenous Health (IUIH)
- Queensland Resources Council (QRC)
- Queensland Rugby Union (QRU)
- Queensland Tourism Industry Council (QTIC)
- Queensland Investment Corporation (QIC).

Figure 2 summarises industry sectors in which job opportunities were secured as a result of the department's involvement for 2016–17.

## Employment in Retail Stores facilitated

The department operated six Retail Stores in remote Aboriginal communities, which provided employment and training opportunities to local Aboriginal people and Torres Strait Islander people, including access to professional development through industry standard and nationally accredited training in retail, workplace health and safety, business equipment, and operating plant.

### Key achievements

As at 24 April 2017, Retail Stores employed 92 Aboriginal people and Torres Strait Islander people. In 2016–17, 87 per cent of Retail Stores' employees identified as Aboriginal and/or Torres Strait Islander.



**Figure 2: Jobs by industry as at 30 June 2017**

Source: YEP Customer Relationship Management (CRM) System.

## Construction industry employment and training outcomes boosted

During the year we negotiated employment and business supply opportunities for Aboriginal people and Torres Strait Islander people in building and civil construction projects across most regions (outside discrete Aboriginal and Torres Strait Islander communities and the Cape). The Queensland Government and construction industry partnership contributed over \$16 million to directly improving the wellbeing of Aboriginal and Torres Strait Islander Queenslanders.

### Key achievements

During 2016-17, we:

- negotiated opportunities for 351 Aboriginal and Torres Strait Islander employees, apprentices and trainees across 67 completed construction projects
- provided opportunities for another 609 employees, apprentices and trainees, across 73 projects which remain under construction
- assisted 126 Aboriginal people and Torres Strait Islander people to undertake accredited training
- negotiated nearly \$4 million of business supply opportunities for Aboriginal people and Torres Strait Islander people in building and civil construction projects outside the discrete Aboriginal and Torres Strait Islander communities and the Cape.

## Employment opportunities through social housing and infrastructure projects created

The department continued to provide work opportunities, skills development and business opportunities in social housing construction and other infrastructure projects in discrete remote Aboriginal and Torres Strait Islander communities, through the work of the Remote Indigenous Land and Infrastructure Program Office (the Program Office). This included implementation of the Queensland Building and Construction Training Policy and the National Partnership on Remote Housing in discrete remote Aboriginal and Torres Strait Islander communities.

### Key achievements

As at 30 June 2017, through the Program Office, the department facilitated 261 construction and maintenance jobs for local Aboriginal people and Torres Strait Islander people.



CASE STUDY:  
COMMONWEALTH GAMES—  
PARTNERSHIP OUTCOMES

The department has worked in partnership with the Office of the Commonwealth Games and GOLDOC to facilitate the first launch of the Queens Baton Relay by First Nations people of the Commonwealth.

Representatives of the Yugambah speaking people, Australia's First Nations people from the Gold Coast area, travelled to Buckingham Palace to launch the baton relay in the presence of the Her Majesty the Queen on 13 March 2017.

The Queen's Baton Relay Program is the highest profile event ahead of any Commonwealth Games, and created a unique opportunity to celebrate Aboriginal culture and respectfully recognise Australia's First Nations peoples.

In addition to this, our department has worked with the construction firm Grocon and others to facilitate employment for 128 Aboriginal and Torres Strait Islander workers and to assist 21 Aboriginal and Torres Strait Islander businesses to gain procurement opportunities as part of the construction of the Commonwealth Games Village at Parklands on the Gold Coast.

## Welfare Reform employment projects implemented

The Welfare Reform program aims to restore social norms, including improving economic opportunities, increasing home ownership in Welfare Reform communities and delivering a range of community participation benefits.

### Key achievements

The department delivered economic participation activities supported through the Welfare Reform program, resulting in 30 Aboriginal people and Torres Strait Islander people obtaining employment. Employment opportunities included:

- two local people employed through the Doomadgee Deadly Homes Program to provide support for families, through education, to promote healthy behaviours and routines
- five local people were employed in Doomadgee by the Youth Development Program to provide community specific youth activities
- ten local people were employed in Mossman Gorge to support the delivery of municipal services
- eight full-time and two casual staff were employed by Cape York Timber, based in Cooktown, to assist with harvesting activities
- two local people in Aurukun were employed to assist with the installation of disability access ramps to the local restaurant and accommodation at Wuungkam Lodge
- one project officer was employed by the Coen Regional Aboriginal Corporation and the Coen Women's Group to support the establishment of the Coen Crisis Accommodation service.

Information regarding the community participation outcomes achieved during 2016–17 through the Welfare Reform program is provided on page 31.

## Future directions

In 2017–18, the department will continue to create more job opportunities to increase the economic participation of Aboriginal people and Torres Strait Islander people in the Queensland economy. Our key strategies that will be implemented include:

- ▷ maximising employment opportunities for Aboriginal people and Torres Strait Islander people
- ▷ providing post-job placement and support for industry, students exiting Year 12 and skilled workers
- ▷ increasing Aboriginal and Torres Strait Islander employee participation in the Queensland public sector through cross-cultural capability planning across agencies and the Public Service Commission's Inclusion and Diversity Strategy 2015–2020
- ▷ facilitating the implementation of the whole-of-government *Moving Ahead* strategy to increase the participation of Aboriginal people and Torres Strait Islander people in Queensland's economy.

### 2017–18 Performance measures

### 2017–18 Targets

- |                                                                                                                        |              |
|------------------------------------------------------------------------------------------------------------------------|--------------|
| ▷ Number of jobs for Aboriginal people and Torres Strait Islander people facilitated by the department                 | ▷ <b>610</b> |
| ▷ Percentage of Aboriginal people and Torres Strait Islander people successfully employed three months after placement | ▷ <b>60%</b> |



# GROW EMERGING BUSINESSES AND INCREASE HOME AND LAND OWNERSHIP

## Procurement opportunities and business capability increased

The department leverages Queensland Government spend to bring about employment opportunities for Aboriginal and Torres Strait Islander Queenslanders, and growth and development opportunities for Indigenous owned businesses.

Our department continued to work with government agencies and industry to build the capability of Indigenous businesses to tender for, and win, contracts in government and industry procurement supply chains. The department has a strong focus on sustaining jobs and building supplier diversity for the Queensland Government and industry sectors.

In 2016–17, the department worked to develop a whole-of-government *Queensland Indigenous Procurement Policy* to target an increased proportion, with Indigenous businesses, of the Queensland Government spend on goods, services, infrastructure and capital works.

## Key achievements

During 2016–17, we:

- developed the Enterprise Queensland Indigenous Program to support Aboriginal and Torres Strait Islander owned businesses to capitalise on economic opportunities, particularly in government and industry procurement supply chains
- collaborated with the Department of State Development to facilitate 18 business workshops, attended by 184 participants representing 148 businesses
- continued strategic engagement with Queensland Government agencies and private contractors to influence purchasing decisions, resulting in an increase in the value of procurement from Aboriginal and Torres Strait Islander owned enterprises and a greater supplier diversity
- assisted 385 Aboriginal and Torres Strait Islander businesses in securing an estimated \$270 million in Queensland Government procurement, exceeding our target of 100 businesses and \$40 million. This is a significant increase from previous years which has seen procurement grow from around \$170 million of goods and services in 2015–16.

### Performance measure

Number of businesses securing government procurement		
Year	2015–16	2016–17
Target	100	100
Actual	<b>282</b>	<b>385</b>

### Performance measure

Value of government procurement from Indigenous businesses		
Year	2015–16	2016–17
Target	\$64M	\$40M
Actual	<b>\$170M</b>	<b>\$270M</b>

Source: This data has been sourced through Queensland Shared Services, where possible, or direct from Queensland Government agencies. Further details regarding this Service Delivery Statement performance measure is provided at Appendix 2 on page 94.

## Home ownership in targeted communities facilitated

The department continued to work in partnership with the Department of Housing and Public Works, the Department of Natural Resources and Mines and local councils to provide opportunities for home ownership for Aboriginal people and Torres Strait Islander people. Activities conducted by the Remote Indigenous Land and Infrastructure Program Office included the Community Survey Program, Indigenous Land Use Agreements (ILUAs), the Planning Scheme Program and the Tenure Resolution Program.

### Key achievements

In 2016–17, our department:

- made available 22 houses for home ownership by Aboriginal people and Torres Strait Islander people
- secured \$18.1 million over four years for the Remote Indigenous Land and Infrastructure Program Office
- continued to develop 16 master plan concepts for remote Aboriginal and Torres Strait Islander communities
- implemented the Mapoon and Pormpuraaw community township ILUAs and continued negotiation of community township ILUAs in Lockhart River and Napranum
- negotiated 17 social housing ILUAs and progressed negotiation of the Torres Strait Regional ILUA in the Torres Strait
- continued to develop a Shared Service Hub concept to provide regulatory advice and capacity building to Indigenous councils and Land Trusts.

Performance measure

Number of houses made available by DATSIP		
Year	2015–16	2016–17
Target	22	22
Actual	<b>22</b>	<b>22</b>

Source: The Home Ownership database and the Cross-Agency LHA database.

Further details regarding this Service Delivery Statement performance measure is provided at Appendix 2 on page 94.

## Cape York Peninsula Tenure Resolution Program delivered

Through the department's Cape York Peninsula Tenure Resolution Program, the Queensland Government is changing the tenure of identified properties to Aboriginal freehold land and jointly managed national parks. The tenure changes allow Traditional Owners to return to their country and pursue employment and business opportunities in national park management, grazing, forestry, natural resource management and tourism.

The department continued to work with Traditional Owners and other stakeholders to identify and transfer land for employment, business opportunities, nature conservation and cultural heritage protection.

### Key achievements

In 2016–17, the department:

- transferred 315,572 hectares of state-owned land to Traditional Owners, known as Sandstone West, Shelburne Bay and Bromley
- secured \$15.3 million over four years for the continuation of the Cape York Peninsula Tenure Resolution Program.

Performance measure

State-owned land transferred to Traditional Owners		
Year	2015–16	2016–17
Target	765,071ha	273,609ha
Actual	<b>54,500ha</b>	<b>315,572ha</b>

Source: Land transfer database of properties in the program. Areas are determined by survey by the Department of Natural Resources and Mines.

Further details regarding this Service Delivery Statement performance measure is provided at Appendix 2 on page 94.



## CASE STUDIES: LAND TRANSFERRED TO TRADITIONAL OWNERS

During 2016–17, the department facilitated the hand back of land to Traditional Owners, including:

### **Shelburne Bay**

In December 2016, the area known as Shelburne Bay was handed back to the Wuthathi people.

The campaign to protect this area and to return it to the Wuthathi Traditional Owners was one of the major catalysts that led to the signing of the historic Cape York Peninsula Land Use Heads of Agreement and the commencement of the Cape York Peninsula Tenure Resolution Program itself.

The program has now returned almost 3.5 million hectares of land to Traditional Owners across Cape York Peninsula. This land hand back is also very significant as it brings to a close one of Queensland's longest running land negotiations and more than 118,132 hectares of land was handed back to Traditional Owners in this dealing.

*Image: White Point, Shelburne Bay, courtesy of Kerry Trapnell.*

### **Bromley**

On Wednesday 17 May 2017 in Cairns, Minister Furner officially handed back the area known as Bromley to the Wuthathi, Kuuku Ya'u and Northern Kaanju peoples. More than 160,730 hectares of land was handed back to Traditional Owners; 109,700 hectares of Aboriginal freehold land outside national parks and 51,030 hectares of national park.

The Bromley area is a rich landscape which includes coastal areas, sandstone ranges and plains that have provided Traditional Owners with essential food sources. It is part of an extensive, living, cultural landscape that is rich in traditional and contemporary significance for Traditional Owners. Stories of events and everyday life about this land have been passed down by Traditional Owners through the generations. The owners of this land hold these stories sacred; they are important for connecting people to country.

As part of the Bromley Indigenous Land Use Agreement negotiated between the Queensland Government, Native Title holders and the Bromley Aboriginal Corporation, the state will provide funding towards the costs of constructing basic infrastructure, to assist Traditional Owners with land management operations in this remote area. This will enable the Wuthathi, Kuuku Ya'u and Northern Kaanju peoples to have a strong presence on country to strengthen their land and sea management capacity, and to generate other economic opportunities.

## Future directions

In 2017–18, the department will continue to grow emerging businesses and increase home and land ownership to increase the economic participation of Aboriginal people and Torres Strait Islander people in the Queensland economy. Our key strategies that will be implemented include:

- ▷ helping to sustain and grow Aboriginal and Torres Strait Islander businesses through increased procurement opportunities and capability building
- ▷ piloting innovative projects with the Aboriginal and Torres Strait Islander business sector to ensure that capability building investment is demand-led, co-designed and collaboratively invested across the Queensland Government
- ▷ facilitating and promoting economic independence of Aboriginal and Torres Strait Islander women through entrepreneurship and business development
- ▷ leading the review of the *Cape York Peninsula Heritage Act 2007* with respect to economic development opportunities for Traditional Owners
- ▷ transferring identified state-owned lands and national parks to Aboriginal ownership in Far North Queensland under the Cape York Peninsula Tenure Resolution Program
- ▷ working with our strategic partners to make properties available for ownership in remote Aboriginal communities.

2017–18 Performance measures	2017–18 Targets
▷ Number of Aboriginal and Torres Strait Islander businesses securing government procurement	▷ <b>225</b>
▷ Value of government procurement from Aboriginal and Torres Strait Islander businesses	▷ <b>\$172M</b>
▷ Number of houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities	▷ <b>25</b>
▷ Number of hectares of state land and national parks transferred to Traditional Owners in Cape York Peninsula	▷ <b>384,290ha</b>



# COMMUNITY PARTICIPATION OUTCOMES

## IN THIS SECTION...

Strategic overview

Strategic objective: Support safe, caring and connected communities

Strategic objective: Support communities to value cultures and heritage

Future directions

## SNAPSHOT OF ACHIEVEMENTS IN 2016–17

CONNECTED  
**712**

ABORIGINAL AND TORRES STRAIT ISLANDER  
QUEENSLANDERS TO THEIR  
**COMMUNITY AND FAMILY HISTORIES**



**LED WHOLE-OF-GOVERNMENT**  
EFFORTS IN IMPLEMENTING THE  
**NATIONAL INDIGENOUS REFORM AGREEMENT**  
TO CLOSE THE GAP IN LIFE OUTCOMES



**\$5.4M**

**IN REPARATIONS PAYMENTS**

FOR CONTROLLED WAGES AND SAVINGS  
MADE TO ELIGIBLE ABORIGINAL AND  
TORRES STRAIT ISLANDER QUEENSLANDERS

**82%**

**OF CUSTOMERS SATISFIED WITH SERVICES**  
PROVIDED THROUGH THE ABORIGINAL AND TORRES  
STRAIT ISLANDER CULTURAL HERITAGE PORTAL



**23,219**

CULTURAL HERITAGE  
**SEARCH REQUESTS**  
WERE COMPLETED

CO-LED AND DEVELOPED  
THE GENERATIONAL STRATEGY 'OUR WAY'  
AND THE ACTION PLAN 'CHANGING TRACKS'  
TO **IMPROVE SAFETY AND WELLBEING** FOR  
ABORIGINAL AND TORRES STRAIT ISLANDER  
CHILDREN AND FAMILIES

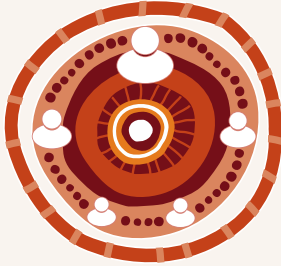


**SECURED**  
**\$1.3M**

IN FUNDING  
AND BEGAN IMPLEMENTATION  
OF THE FROM  
'JAILS TO JOBS' PILOT



# STRATEGIC OVERVIEW



SUPPORT SAFE, CARING AND CONNECTED COMMUNITIES



HOW WE DO IT

---

Support reconciliation for Aboriginal and Torres Strait Islander Queenslanders through the Reparations Scheme.

---

Continue to connect Aboriginal people and Torres Strait Islander people to their community and family histories.

---

Provide quality retailing services in discrete communities.

---

Work with government agencies to address the disparity in health, education, employment and housing outcomes between Indigenous and non-Indigenous Queenslanders.

---

Encourage safer, inclusive communities through a Welfare Reform program.

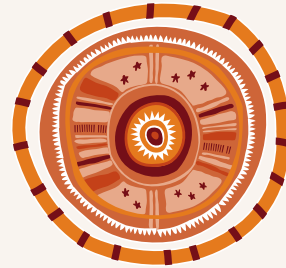
---

Reduce the over-representation of Aboriginal people and Torres Strait Islander people in the adult and youth justice systems.

---



GOVERNMENT OBJECTIVE:  
DELIVER QUALITY FRONTLINE SERVICES



SUPPORT COMMUNITIES TO VALUE CULTURES AND HERITAGE



HOW WE DO IT

---

Administer and manage the Aboriginal and Torres Strait Islander cultural heritage legislation.

---

Support events that enhance appreciation of Aboriginal and Torres Strait Islander cultures.

---



GOVERNMENT OBJECTIVE:  
PROTECTING THE ENVIRONMENT



## SUPPORT SAFE CARING AND CONNECTED COMMUNITIES

### Reparations Scheme implemented

During 2016–17, the department implemented the Queensland Government Reparations Scheme, launched in December 2015. The Scheme was established for Aboriginal people and Torres Strait Islander people whose wages and/or savings were controlled under a range of Protection Acts enforced between 1897 and 1986. The Scheme, with funding of \$21 million over three years, was initiated because Aboriginal people and Torres Strait Islander people felt the reparations schemes that had been in place since 1999 had not met their needs.

In July 2016, the Queensland Government established the state's first dedicated Reparations Review Panel to help applicants without formal documentation to access the Scheme by providing oral history as evidence. The Review Panel consists of Aboriginal and Torres Strait Islander members who apply their expertise to review past and current reparations claims which have been found ineligible because of a lack of government records.

The closing date for applications to be received under the Reparations Scheme was extended to 29 September 2017.

#### Key achievements

In 2016–17, 757 reparations applications were made and \$5.4 million in reparations were issued to eligible Aboriginal and Torres Strait Islander claimants. Since the Reparations Scheme was initiated, \$10.7 million has been paid to over 4200 people under the Reparations Scheme.

### Community and personal histories services delivered

The Royal Commission into Aboriginal Deaths in Custody and the *Bringing them Home* report recommended that Aboriginal people and Torres Strait Islander people should be provided with access to government records and be assisted to trace their family and community histories.

During 2016–17 the department continued to provide community and personal histories services, which are free and can be requested at any time. Searches are conducted by professional departmental researchers and archivists and the most commonly requested records include proof of date of birth for the creation of retrospective birth certificates, traditional adoption records and 'forcible removal' records that are used to determine where families originated. In addition to this, the department also undertakes requests for work history and Native Title research.

#### Key achievements

In 2016–17, the department received 2097 requests for community and personal history information, which included 1255 requests for work history and 122 Native Title research requests. This number of requests is more than twice the number of requests the unit usually receives. Native Title requests involve searching for records of all direct ancestors and finding evidence of where families were originally removed from and their connection to country. Work history requests involve locating wages, savings and employment records. These requests are particularly complex and time consuming.

During the year, 712 community and personal history requests were fully completed, with 63 per cent completed within the required timeframes. The department was unable to meet the planned performance target due to the large volume of work history requests received during the financial year. Many requests will have court-determined timeframes, which will prioritise that work over other requests. The department was able to finalise 144 Native Title research requests.

To assist clients to access archival records relating to their family and community histories, Community and Personal Histories digitised over 80,062 pages of archival records and indexed over 137 archival records during 2016–17.

## Quality retailing services provided

The department operated six Retail Stores in the discrete communities of Woorabinda, Palm Island, Lockhart River, Pormpuraaw, Kowanyama and Doomadgee.

On 24 October 2016, the government approved the merger of Retail Stores with the Islanders Board of Industry and Service (IBIS), a statutory body that operates similar stores in the Torres Strait and Northern Peninsula Area, to deliver better services and food security under a new body, Community Enterprise Queensland (CEQ). The merger was overseen by a Merger Implementation Committee and was completed by 30 April 2017, with CEQ taking over management of the stores from 1 May 2017. Community Enterprise Queensland is overseen by a Board of Management that will report to the Minister for Aboriginal and Torres Strait Islander Partnerships on an annual basis.

### Key achievements

In 2016–17, the department:

- managed six Retail Stores with revenues of \$23.7 million, with all stores contributing to a profit of \$390,000
- reinvested \$150,000 of the profits in working capital, plant and equipment, and infrastructure upgrades for these stores
- finalised the merger between Retail Stores and CEQ by 30 June 2017 including; appointment of members to the CEQ Board; financial transfer of six stores including fixtures, fittings, equipment, stock and working capital; and transitioning employees to CEQ and other public service roles.

## Aboriginal and Torres Strait Islander Cultural Capability Framework implemented

In 2016–17, the department oversaw the mandatory six-monthly reporting of the implementation of agencies' Cultural Capability Action Plans. The collated whole-of-government reports on these plans were delivered to the Cultural Agency Leaders Committee in September 2016 and March 2017.

As at 30 June 2017, all Queensland Government departments had a current Cultural Capability Action Plan that aligned with the Aboriginal and Torres Strait Islander Cultural Capability Framework. These plans support the development of a culturally capable workforce across the Queensland Public Service and support greater economic participation for Queensland's Aboriginal people and Torres Strait Islander people through stronger partnerships, responsive services and sustainable employment.

### Key achievements

In 2016–17, we:

- coordinated whole-of-government reports on agencies' Cultural Capability Action Plans, which include 343 cultural capability actions
- worked with agencies to review and refresh their Cultural Capability Action Plans for 2017 and beyond, to ensure the plans are being implemented and have a genuine and positive result for the Queensland Government and Aboriginal and Torres Strait Islander communities.

## Strategies to reduce alcohol-related violence implemented

Alcohol-related harm remains unacceptably high across Queensland's 19 discrete Aboriginal and Torres Strait Islander communities which have alcohol restrictions in place.

To reduce alcohol-related harm, the department is partnering with individuals, families, community leaders, service providers and other government departments to reduce the supply of and demand for alcohol in discrete Aboriginal and Torres Strait Islander communities in Queensland. Improving the safety and wellbeing of all community members, in particular those who are most vulnerable, will continue to be the reference point for alcohol management.

### Key achievements

During 2016–17, our department:

- worked with communities to review their Alcohol Management Plans
- reviewed 41 liquor licence applications in restricted areas
- supported community residents to seek Dry Place Declarations and encouraged service providers to assist residents to consider this option
- continued to assist communities to confirm their future approach to alcohol management by facilitating meetings, supporting community surveys and providing data and information
- discussed approaches on alcohol management at a roundtable with the Mayors of discrete Indigenous communities hosted by the Minister for Aboriginal and Torres Strait Islander Partnerships in May 2017
- worked in partnership with communities that have alcohol restrictions in place to identify local strategies to reduce the supply of and demand for alcohol in order to reduce alcohol misuse and harm
- continued to work in partnership with communities to identify ways to improve community safety by examining options for supporting community leadership to promote a change in drinking culture and implementing strategies that reduce sly grog, homebrew and alcohol-related harm.

## Domestic and family violence response supported

The department has responsibility to lead and support the implementation of a number of the recommendations of the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report. This report noted the impacts of violence and abuse in Aboriginal and Torres Strait Islander communities, especially on Aboriginal and Torres Strait Islander women and their families.

Amendments were made to the *Family Responsibilities Commission Act 2008* (FRC Act) in late 2015, to introduce a domestic and family violence trigger which requires a court to notify the Family Responsibilities Commission (FRC) when a protection order under the *Domestic and Family Violence Protection Act 2012* is made naming a welfare reform community resident as the respondent. The department has continued to liaise with the FRC Commissioner to gauge the effectiveness of these amendments and their impacts on the resourcing of the FRC.

The department has also been actively involved in providing ongoing advice and support for the development of integrated service response trials. The trials respond to recommendation nine of the *Not Now, Not Ever* report regarding the development of place-based, culturally appropriate, integrated response to domestic and family violence in discrete Indigenous communities.

### Key achievements

In 2016–17, our department:

- supported and contributed to key policy work in the development of integrated service response trials in Cherbourg, Logan/Beenleigh and Mount Isa
- continued to support the Department of Justice and Attorney-General in working with discrete Indigenous communities to develop and support a local authority model
- provided advice and input to agencies in relation to the development of communication and awareness campaigns targeted at addressing domestic and family violence
- continued to monitor the impact on the resourcing of the FRC of the amendments to the FRC Act regarding the domestic and family violence trigger
- assisted agencies in incorporating Aboriginal and Torres Strait Islander perspectives across the *Not Now, Not Ever* reforms.

## Youth sexual violence and abuse response developed

The department continued to take positive action focused on preventing youth sexual violence and abuse by supporting the work of the Youth Sexual Violence and Abuse Steering Committee (Steering Committee) established by the Queensland Government in response to a report released in April 2016, *Preventing Youth Sexual Violence and Abuse in West Cairns and Aurukun: Establishing the scope, dimensions and dynamics of the problem*.

The Steering Committee, chaired by the Honourable Justice Stanley Jones AO QC, delivered both its first and final reports in this reporting period.

The first report found that the causes of youth sexual violence and abuse were deeply entrenched and that responding required an immediate, situational/safety response and long-term approaches to improving life outcomes, focusing on the early years. It reported that the strengthening of government coordination has progressed in both Aurukun and West Cairns, and that agencies are working collaboratively, which is contributing to an enhanced understanding of the issues and factors influencing youth sexual violence and abuse.

The Steering Committee's final report considers youth sexual violence and abuse more broadly within the Queensland context, considering both its prevalence and impact. The Queensland Government is currently reviewing the report and its recommendations in detail and will provide a considered response in 2017–18.

### Key achievements

In 2016–17, our department:

- funded the Griffith Youth Forensic Service to continue to deliver and evaluate its Neighbourhoods Project in West Cairns and Aurukun
- provided secretariat support for six steering committee meetings and out-of-session work
- supported the steering committee to develop its first report and develop a draft response to youth sexual violence and abuse in Aurukun and West Cairns in 2017–18
- supported the steering committee to develop its final report and coordinate whole-of-government consideration of its recommendations.

## Aurukun four point plan implemented

The department continued to support the implementation of the Aurukun four point plan to build community safety, ensure access to education, strengthen the community and harness jobs and economic opportunities. The plan was announced in June 2016 in response to unrest that occurred in Aurukun during 2016.

### Key achievements

In 2016–17, our department:

- secured \$7.7 million in funding for a range of programs and initiatives in Aurukun
- negotiated a Performance Agreement with the Queensland Government Statistician's Office to develop and implement a performance framework to monitor the four point plan
- worked collaboratively across all levels of government, and with community leaders, members, organisations and service providers to achieve sustained calm and to ensure effective coordination of activities related to the Aurukun four point plan
- developed and implemented the Aurukun Prisoner Reintegration Plan with other government agencies to support ex-detainees returning to the community and reduce recidivism
- supported the Women's Group and the Men's Group to build leadership and community cohesion across clan groups
- commenced redevelopment of the Wo' Uw Ko' Alam (Three Rivers) Community Centre to provide a space for community, social and cultural activities
- delivered the Summer Program to train disengaged young people in rural skills, develop videos showcasing positive role models and progress achieved, and facilitate a community event
- developed a concept proposal and conducted community engagement on the splashpad to provide the community with a safe wet recreation facility.

## Welfare Reform Program delivered

The department leads the Welfare Reform program, which supports families and individuals to improve their lives through rebuilding social norms, re-establishing local authority, increasing school attendance, improving economic opportunities and increasing home ownership for Aboriginal people and Torres Strait Islander people in the Welfare Reform communities of Aurukun, Coen, Hope Vale, Mossman Gorge and Doomadgee.

The Family Responsibilities Commission (FRC), an independent statutory body established under the *Family Responsibilities Commission Act 2008* (the FRC Act), supports the Welfare Reform Program. The FRC works to restore local authority and build stronger and more resilient communities through 31 Aboriginal and Torres Strait Islander Local Commissioners, appointed from across the five Welfare Reform communities.

The Local Commissioners convene conferences with community members, triggered when the FRC is notified of a breach under the FRC Act. These triggers include school absenteeism or non-enrolment, conviction for a criminal offence in a Court, a domestic and family violence protection order, a child safety report and breach of a public tenancy agreement.

### Key achievements

In 2016–17, our department:

- delivered development programs for young people in Aurukun and Doomadgee to provide activities and support for disengaged young people to reduce offending
- contributed to Opportunity Hubs in Aurukun, Coen, Hope Vale and Mossman Gorge, enabling community members to access economic and social opportunities, including money management and parenting programs
- implemented the Aurukun Restorative Justice Program in partnership with the Department of Justice and Attorney-General to build community capacity to undertake mediations and peacemaking

- delivered the Doomadgee Deadly Homes Program to improve homes and encourage healthy households and pride in local housing
- contributed to the Coen Crisis Accommodation Service to support women and children at risk of domestic and family violence
- supported the Growing Yalanji Arts Project in Mossman Gorge.

## Ministerial and Government Champions visits to discrete communities supported

The Ministerial and Government Champions Program operates across all remote, discrete Aboriginal and Torres Strait Islander communities, including Mossman Gorge and Coen. The Program's objectives, like that of the department, are to increase economic and social participation of Aboriginal and Torres Strait Islander Queenslanders, while valuing, promoting and celebrating culture.

The department continued to support and facilitate the Queensland Government commitment to increase the capability of government to deliver innovative, efficient, effective and integrated services for Aboriginal people and Torres Strait Islander people across Queensland, particularly to those who live in remote and discrete Indigenous communities.

We provided ongoing support to the Ministerial and Government Champions Program, which continued to bring together Chief Executives of departments and government Ministers to partner with individual Indigenous communities.

### Key achievements

During 2016–17, we:

- worked with Ministerial Champions to facilitate visits to a number of Aboriginal and Torres Strait Islander communities
- developed quarterly and thematic reporting on program activities, actions and achievements
- delivered presentations to the Government Champion Sub-Committee and Leadership Board.

## National Indigenous Reform Agreement progressed

The National Indigenous Reform Agreement, agreed to by all states and territories, aims to close the gap in life outcomes between Aboriginal people and Torres Strait Islander people and non-Indigenous Australians through achievements and outcomes against seven targets that broadly cover the areas of health, education and employment.

The department is leading a revitalised whole-of-government effort to close the gap by identifying tailored approaches in Queensland's remote and discrete areas and for urban and regional areas. The government's reinvigorated approach will be informed by consultations with key stakeholders, including Mayors of Queensland's Indigenous councils, and findings from the Queensland Productivity Commission's Inquiry into service delivery in Queensland's remote and discrete Aboriginal and Torres Strait Islander communities. Key aspects of this revitalised work will be a co-designed and co-led partnership with Aboriginal and Torres Strait Islander leaders, organisations and community members.

The department, with input from other agencies, provides updates to the Australian Government on the National Indigenous Reform Agreement.

### Key achievements

In 2016–17, our department:

- led the whole-of-government re-energised approach to closing the gap in Indigenous disadvantage
- hosted roundtable meetings with Aboriginal and Torres Strait Islander Elders, leaders, policy experts, academics, organisations and community to support the development of a remote and discrete closing the gap strategy and an urban and regional strategy
- provided \$1.3 million for the From Jails to Jobs Pilot to support Aboriginal people and Torres Strait Islander people exiting the corrections system to gain and maintain employment within the resources sector by providing job readiness training, connecting them to jobs and supporting them to maintain employment.

## Aboriginal and Torres Strait Islander children and families supported

The department continued to implement initiatives to address the over-representation of Aboriginal and Torres Strait Islander children in Queensland's child protection system. This includes leading a range of initiatives in partnership with other government departments and non-government partners in response to the 2013 Queensland Child Protection Commission of Inquiry's report *Taking Responsibility: A Roadmap for Queensland Child Protection*.

On 30 May 2017, the Queensland Government, in partnership with Family Matters Queensland, launched *Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* and the first action plan *Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019*. The strategy's vision is that all Aboriginal and Torres Strait Islander children and young people in Queensland will grow up safe and cared for in family, community and culture.

The target is to close the gap in life outcomes for Aboriginal and Torres Strait Islander children and families, and eliminate the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system by 2037.

### Key achievements

The department worked in partnership with the Department of Communities, Child Safety and Disability Services, other government agencies, Family Matters Queensland and the non-government and community controlled sectors to develop the *Our Way* strategy and *Changing Tracks* action plan to address the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system.

## Social and Economic Investment Pilot Program co-designed

Social reinvestment is a key part of the Queensland Government's Investment Reform Framework, which aims to improve the effectiveness of government investment in services in discrete communities by introducing an investment practice that supports the achievement of the wellbeing goals of Queensland's Aboriginal and Torres Strait Islander communities.

Social reinvestment supports an incentive scheme, developed in collaboration with communities, to achieve and track progress on mutually agreed performance milestones and indicators leading to improved outcomes. The savings made through improved outcomes are then reinvested into the community.

### Key achievements

In 2016–17, our department:

- secured funding of \$616,000 to pilot social reinvestment in three discrete communities in 2017–18
- finalised the program design to commence a pilot of the Social Reinvestment Program in two discrete communities
- conducted workshops with two communities to promote participation in the Social Reinvestment Pilot Program
- collaborated with two discrete communities to co-design a 'proof of concept' for the Social Reinvestment Pilot Program.

## National Disability Insurance Scheme implemented

The National Disability Insurance Scheme (NDIS) provides for individualised support for eligible people with a disability. A full scheme roll-out for North Queensland was initiated from 1 July 2016.

The department worked with the Department of Communities, Child Safety and Disability Services, the National Disability Insurance Agency and non-government organisations to promote awareness of the scheme, communicate the benefits such as employment opportunities and economic benefits, and support entry to the NDIS. The department provided assistance to Aboriginal and Torres Strait Islander service providers in the transition process.

### Key achievements

The department co-hosted 10 NDIS workshops for Aboriginal people and Torres Strait Islander people and community based organisations in North Queensland and facilitated contact between NDIS officers and Aboriginal and Torres Strait Islander communities and services.



## Future directions

In 2017–18, the department will continue to support safe and caring communities by improving the community participation of Aboriginal people and Torres Strait Islander people in Queensland's social and cultural life. Our key strategies that will be implemented include:

- ▷ supporting the reconciliation of Aboriginal and Torres Strait Islander Queenslanders through the Queensland Government Reparations Scheme and work to reframe the relationship with Aboriginal and Torres Strait Islander Queenslanders
- ▷ connecting Aboriginal people and Torres Strait Islander people to their community and personal histories
- ▷ continuing to implement the Aurukun four point plan
- ▷ encouraging safer and inclusive communities through the Welfare Reform program
- ▷ supporting and assisting discrete communities to manage alcohol and to reduce alcohol-related violence
- ▷ co-leading the child and family reform agenda to increase family wellbeing and reduce over-representation in the child protection system
- ▷ working with partner agencies to develop place-based, culturally appropriate integrated responses to domestic and family violence
- ▷ responding to the recommendations of the Youth Sexual Violence and Abuse Committee reports
- ▷ leading the Queensland Government commitment to the National Indigenous Reform Agreement
- ▷ partnering with all levels of government, industry and community representatives including Elders' groups to reduce the gap between Aboriginal and Torres Strait Islander and non-Indigenous Queenslanders in the priority areas of health, education (including early childhood), justice, sport and recreation, housing and jobs
- ▷ expanding the social reinvestment pilot and reviewing how we invest and deliver services to remote and discrete Aboriginal and Torres Strait Islander communities to secure better value for money and enhanced wellbeing outcomes
- ▷ contributing to the National Disability Strategy and the National Disability Insurance Scheme to maximise Aboriginal and Torres Strait Islander access and participation.

### 2017–18 Performance measures

- ▷ Average cost per community and personal history request processed

### 2017–18 Targets

- ▷ **\$4000**



## SUPPORT COMMUNITIES TO VALUE CULTURES AND HERITAGE

### Aboriginal and Torres Strait Islander cultural heritage protected

The department protects Queensland’s Aboriginal and Torres Strait Islander cultural heritage through administering the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003* (the cultural heritage Acts).

The cultural heritage Acts require land users to take all reasonable and practicable measures to ensure their activity does not harm cultural heritage. The department manages an award winning cultural heritage database, which is accessible to land users through an online portal, to ascertain whether any cultural heritage sites and places have been previously recorded on the database. This easier and more efficient search process enables land users to meet their duty of care obligations established by the cultural heritage Acts.

#### Key achievements

During 2016–17, we:

- extensively engaged with stakeholders in reviewing the Aboriginal Cultural Heritage Duty of Care Guidelines (Guidelines Review) and sought the views of stakeholders on the effectiveness of the guidelines and suggested improvements
- enabled 23,219 cultural heritage searches to be performed on the Cultural Heritage Online Portal
- conducted workshops on the Guidelines Review in Brisbane, Cairns and Mount Isa
- received 87 written submissions from a variety of stakeholder groups including land users, Traditional Owners, consultants, lawyers and government agencies on the views of interested parties regarding the performance and operation of the Guidelines.

#### Performance measure

Customer satisfaction with cultural heritage searches	
Year	2016–17
Target	Baseline to be established
Actual	<b>82%</b>

Source: Aboriginal and Torres Strait Islander database.

### National Aborigines and Islanders Day Observance Committee celebrated

National Aborigines and Islanders Day Observance Committee (NAIDOC) week is the most significant cultural celebration on the calendar for Aboriginal and Torres Strait Islander Queenslanders, and presents an opportunity to promote the significant achievements of Aboriginal and Torres Strait Islander Queenslanders and raise awareness and understanding of Aboriginal and Torres Strait Islander cultures.

Since our department’s establishment we have continued to organise NAIDOC Week initiatives each year.

#### Key achievements

During 2016–17, our department:

- provided funding and delivered the NAIDOC Week campaign at Musgrave Park Family Fun Day attracting people from across South East Queensland
- partnered with Cairns NAIDOC Committee to co-host the Cairns NAIDOC Corporate Breakfast, attracting the support of businesses and the wider community to provide opportunities to maximise employment and procurement for Aboriginal and Torres Strait Islander Queenslanders
- supported approximately 75 community events across Queensland through funding and in-kind support to raise awareness and understanding of Aboriginal and Torres Strait Islander cultures.

## Future directions

In 2017–18, the department will continue to support communities to value cultures and heritage to improve the community participation of Aboriginal people and Torres Strait Islander people in Queensland's social and cultural life. Our key strategies that will be implemented include:

- ▷ administering the Aboriginal and Torres Strait Islander cultural heritage legislation
- ▷ supporting communities to preserve Aboriginal and Torres Strait Islander languages and promote reconciliation and culture
- ▷ supporting events that enhance the appreciation of Aboriginal and Torres Strait Islander cultures.

2017–18 Performance measures	2017–18 Targets
▷ Percentage of customers satisfied with services provided by the department through the Aboriginal and Torres Strait Islander Cultural Heritage Online Portal	▷ <b>70%</b>
▷ Average cost per cultural heritage search request processed	▷ <b>\$50</b>
▷ Percentage of people participating in NAIDOC events who believe that the event enhanced their appreciation of Aboriginal and Torres Strait Islander cultures	▷ <b>95%</b>



# OUR ENABLER OUTCOMES

## IN THIS SECTION...

- Strategic overview
- Strategic objective: Create a capable, agile and innovative organisation
- Strategic objective: Know our communities and build partnerships
- Future directions

## WHO WE ARE: 2016–17 SNAPSHOT

THE DEPARTMENT HAS

# 304.2

EMPLOYEES COMPRISING  
**248.5** PERMANENT STAFF  
**46.1** TEMPORARY STAFF  
**9.0** CONTRACTUAL STAFF  
**0.6** CASUAL STAFF

# 9.8%

OF OUR WORKFORCE ARE  
FROM A NON-ENGLISH  
SPEAKING BACKGROUND

# 32.2%

OF OUR WORKFORCE IS OF  
ABORIGINAL AND/OR  
TORRES STRAIT ISLANDER  
DESCENT



# 46.4%

OF OUR WORKFORCE ARE  
LOCATED OUTSIDE  
BRISBANE

# 70.0%

OF OUR WORKFORCE  
ARE WOMEN

# 3.8%

OF OUR WORKFORCE ARE  
STAFF WITH DISABILITY

# STRATEGIC OVERVIEW



CREATE A CAPABLE, AGILE AND INNOVATIVE ORGANISATION



HOW WE DO IT

Ensure we have an agile, high performing and innovative workforce to meet current and future business needs.

Embed a culture of innovation and continuous improvement to deliver more flexible, effective and efficient services.

Ensure an accountable and performance-oriented culture through robust planning, performance measurement and reporting.



GOVERNMENT OBJECTIVE:  
INTEGRITY AND ACCOUNTABILITY



KNOW OUR COMMUNITIES AND BUILD PARTNERSHIPS



HOW WE DO IT

Maintain comprehensive knowledge of Aboriginal and Torres Strait Islander communities.

Build respectful relationships and cultural understanding to promote and advance reconciliation.

Build sustainable partnerships with community representatives, Elders, industry groups, government agencies and other key stakeholders.



GOVERNMENT OBJECTIVE:  
CONSULTATION



## KNOW OUR COMMUNITIES AND BUILD PARTNERSHIPS

### Our engagement and partnerships

The department worked in partnership with other government agencies, industry stakeholders and community representatives to improve the economic participation and community participation outcomes for Aboriginal and Torres Strait Islander Queenslanders.

Our department continued to build and maintain strong relationships with Aboriginal and Torres Strait Islander communities. This included hosting three roundtable meetings with Aboriginal and Torres Strait Islander Elders, Mayors, leaders, policy experts, academics, organisations and community to support the development of a remote and discrete Closing the Gap strategy and an urban and regional strategy.

#### Key achievements

In 2016–17, we:

- supported and implemented the Ministerial and Government Champions Program and facilitated visits by Ministers to remote and discrete Indigenous communities
- worked with the Mayors of Indigenous councils to continue to strengthen and build sustainable relationships and address priority issues; activities included awareness raising through the White Ribbon Australia initiative
- worked with the Queensland Government Statistician's Office to update the online Know your Community information tool with the first release of data from the Australian Bureau of Statistics (ABS) 2016 Census of Population and Housing
- published 48 justice resource community profiles in a new user friendly web format; these profiles provide information for the judiciary, government departments, non-government organisations and corporations to support their understanding of Aboriginal and Torres Strait Islander communities
- supported reconciliation between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders through initiatives such as a whole-of-government Reconciliation Working Group and a Reconciliation Action Plan
- joined with community members to mark a number of significant anniversaries during 2016–17, including:
  - National Sorry Day on 26 May 2017, as the 20th anniversary of the tabling of the Australian Human Rights and Equal Opportunity Commission Report *Bringing them Home*, which detailed evidence of the removal of Aboriginal and Torres Strait Islander children from their families
  - the 50th anniversary of the 1967 Referendum on 27 May 2017, when more than 90 per cent of Australians voted to remove clauses from the Australian Constitution that discriminated against Aboriginal and Torres Strait Islander Australians
  - Mabo Day on 3 June 2017, as the 25th year since the High Court of Australia overturned the principle of 'terra nullius' or 'vacant land' as claimed by the British when they first arrived to Australia.



CASE STUDIES:  
RESPECTFUL RELATIONSHIPS BUILT AND  
CULTURAL UNDERSTANDING PROMOTED, TO ADVANCE RECONCILIATION

#### Promoting reconciliation

On 25 May 2017, the department hosted an event at Parliament House to commemorate the 20th anniversary of the *Bringing them Home* report.

The ceremony was attended by members of the Stolen Generations, Members of Parliament, Link Up Queensland and the Healing Foundation. The Honourable Mark Furner MP, Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships, led the minute's silence on the eve of National Sorry Day to encourage Queenslanders to reflect on the Stolen Generations and our state's reconciliation journey. Students from the Murri School presented 20 handmade purple paper flowers on the Speaker's Green, representing the 20 years since the report's release, to symbolise native hibiscus and the resilience, healing and compassion of the Stolen Generations.

The *Bringing them Home* report documented the experiences of the Aboriginal and Torres Strait Islander children who were stolen from their families. These experiences continue to impact Aboriginal people and Torres Strait Islander people today.

*Image: Murri school student placing a purple flower.*

#### Mayors pledge to stamp out domestic and family violence

In May 2017, fifteen Aboriginal and Torres Strait Islander Mayors took the White Ribbon oath to stand up against domestic and family violence. The pledge demonstrates the Mayors' commitment to stamp out domestic and family violence and improve the wellbeing of their communities.

*"I will stand up, speak out  
and act to prevent men's  
violence against women.  
This is my oath."*

*Mayors' pledge.*

As the first Queensland Government department accredited under White Ribbon Australia, our department is committed to supporting initiatives to end men's violence against women.

## Future directions

In 2017–18, the department will continue to expand knowledge and understanding of our customer communities and make changes to departmental policies, programs and services, where required. Key strategies that will be implemented include:

- ▷ supporting the implementation of the Ministerial and Government Champions Program in discrete communities
- ▷ building and maintaining comprehensive knowledge of our customer communities
- ▷ building respectful relationships and cultural understanding to promote and advance reconciliation
- ▷ building effective and sustainable partnerships with community representatives, industry groups, government agencies and other stakeholders
- ▷ establishing networks and communication mechanisms to promote knowledge sharing with government agencies, industry and the broader community
- ▷ influencing and driving positive outcomes for Aboriginal and Torres Strait Islander communities.

*Our department is currently developing a new way to measure our success in this area for 2017–18.*





## CREATING A CAPABLE, AGILE AND INNOVATIVE ORGANISATION

### Our commitment

Our department continued its commitment to create a capable, agile and innovative workforce to meet the department's current and future business needs. Our work is underpinned by the broader Queensland Government objectives of integrity, accountability and consultation.

To achieve this, the department has focused its efforts on:

- its people
- strengthening its corporate governance arrangements
- delivering strong financial performance.

### Our people

Our employees are our greatest asset and strength, and they are a key component in our ability to support Aboriginal and Torres Strait Islander Queenslanders, the government and our Minister.

To achieve our vision of Aboriginal people and Torres Strait Islander people participating fully in Queensland's vibrant economic, social and cultural life, it is vital that we create an agile, high performing and innovative workforce.

During the past year, we further progressed towards our strategic objective of creating a capable, agile and innovative organisation by implementing strategies to:

- develop staff leadership and management capability
- attract and retain the best talent
- implement innovative projects focused on improving service delivery
- improve staff engagement at all levels of the department.

### Workforce profile

The department employs a highly skilled workforce with 97.6 per cent of staff having certificate level qualifications or above.

As at 30 June 2017, DATSIP employed 81.1 per cent permanent staff, 0.6 per cent casual staff, 15.5 per cent temporary staff and 2.8 per cent contract staff. The department's annual separation rate was 9.1 per cent.

Service area position breakdowns for Economic Participation are 164 staff and 151 for Community Participation.

### Workforce diversity valued

The department values workforce diversity and consistently works towards achieving the Queensland Public Service benchmarks for diversity while ensuring competency and skills are properly matched with job roles.

Table 1 (page 43) shows that, as at 30 June 2017, 32.2 per cent of DATSIP staff identified as Aboriginal and/or Torres Strait Islander, an increase from 27.1 per cent in 2015–16.

A further 9.8 per cent identified as coming from a culturally diverse background and 3.8 per cent identified as having a disability.

There were 47.6 per cent women in senior officer positions indicating that the department is progressing well towards its target of 50 per cent of women in senior positions by 2021–22. In addition, 55.6 per cent of senior executive service officers are women.

**Table 1:** Workforce diversity statistics as at 30 June 2017

Measure	2015–16	2016–17		2021–22
	Actual	Target	Actual	DATSIP target
Percentage of women in Senior Executive service positions (including CEO)	40.0%	50%	<b>50.0%</b>	50%
Percentage of women in SES and above (incl. equivalent and s.122)	42.9%	50%	<b>55.6%</b>	50%
Percentage of women in Senior Officer positions	47.1%	50%	<b>47.6%</b>	50%
Percentage of Aboriginal and/or Torres Strait Islander staff	27.1%	28%	<b>32.2%</b>	35%
Percentage of staff with disability	3.3%	3.3%	<b>3.8%</b>	5%
Percentage of staff from a non-English speaking background	8.2%	8.2%	<b>9.8%</b>	10%

Data Source: Minimum Obligatory Human Resources Information (MOHRI) data—June 2017.

The department continued strategies to attract and retain Aboriginal and Torres Strait Islander employees. As at 30 June 2017, Aboriginal and Torres Strait Islander employees were 32.2 per cent of the department, exceeding our target of 28 per cent (refer to Table 2).

**Table 2:** Aboriginal and Torres Strait Islander employees by employment type as at 30 June 2017

Status	Aboriginal and Torres Strait Islander		Non-Indigenous	
	Count	Percentage	Count	Percentage
Casual	0	0%	2	100%
Contract	2	22.2%	7	77.8%
Permanent	82	31.9%	175	68.1%
Temporary	18	36.7%	31	63.3%
<b>Total</b>	<b>102</b>	<b>32.2%</b>	<b>215</b>	<b>67.8%</b>

Source: Positions are based on the Minimum Obligatory Human Resources Information (MOHRI) data—June 2017.

Note: Figures exclude Retail Stores.

## Recognising our staff

In 2016–17, the department recognised the valued contributions of our staff through the Reward and Recognition Program.

The Reward and Recognition Program, which applauds staff who go above and beyond their role to deliver programs and services to Aboriginal and Torres Strait Islander Queenslanders, is an integral component of the department's staff retention strategy. These awards were announced at the department's All Staff Forums held during the year.

Staff were recognised for their work across five award categories that aligned with the whole-of-government values of:

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people.

In addition to this, the department also recognised the category of Cultural Capability Impact.

## Learning and development opportunities provided

During 2016–17, the department invested \$200,000 in learning and development to further develop staff capabilities in key priority areas. The department provides staff with a wide range of learning and development opportunities, including opportunities to undertake secondments in the broader public sector, higher duties within the department, and coaching and mentoring opportunities. Staff are also provided with the opportunity to work in different roles that contribute to their career development and assist them in gaining a broader understanding of the department's agenda.

As part of the department's Study and Research Assistance Scheme, the department also provided financial and leave support for nine staff during 2016–17 to enable them to undertake formal education courses and, in so doing, further progress their career aspirations.

**Table 3:** Learning and development program – expenditure and participation

Year	Expenditure	Participants
2015–16	\$258,000	376
2016–17	\$200,000	650

Source: Corporate Services data management system.

Note: 2016–17 expenditure includes Australia and New Zealand School of Government sponsorship funding. During 2016–17, the department changed its data collection methodology for learning and development to capture participation in online learning platforms such as iLearn, which allow for staff to undertake a diverse range of training opportunities and access flexible delivery modes.

## Leadership and management capability enhanced

The department's commitment to develop staff capability to meet current and future business needs was achieved by supporting employees to undertake a range of leadership and management courses.

In 2016–17, we supported 48 staff to undertake a number leadership and management courses such as: the Australia and New Zealand School of Government (ANZSOG) 2017 Executive Master of Public Administration (EMPA), the Public Sector Management Program and the Supervisors for Tomorrow in Every Position and Stream (STEPS) program.

## School-based traineeships for Aboriginal and Torres Strait Islander young people

The department supported seven school-based traineeships for Aboriginal and Torres Strait Islander students, placed across DATSIP locations. The traineeships provide students with valuable experience and exposure to the various functions within the department.

## Cultural capability skills

Improving staff cultural capability is a key success factor for delivering quality services to Aboriginal and Torres Strait Islander Queenslanders. The department achieves this through implementation of our Aboriginal and Torres Strait Islander Cultural Capability Action Plan.

## Innovation and continuous improvement delivered

Our department has a strong commitment to creating a culture of innovation to deliver more flexible, effective and efficient services.

During 2016–17, the department focused on four key areas to drive cultural change and enable innovation and continuous improvement to be further embedded at all levels of the organisation. These four areas were innovation projects, innovation targets, communication and engagement and continuous improvement.

We consistently encourage innovation in our work, whether it is a day-to-day task or a major project. These new approaches are evidence of a growing culture of innovation and continuous improvement within our department.

## Our performance

In 2016–17, we:

- established a process to promote innovation within the department resulting in 46 innovation ideas received from staff
- implemented eight key innovation projects, which included the following:
  - Social Reinvestment Pilot Project
  - Youth and Family Support: Bethania to Beadesert Recreational Trial
  - Social Benefit Bonds Project
  - Capital Works Project
  - Township Indigenous Land Use Agreements
  - Traditional Land Boundary Projects
  - Indigenous Women in Business Conference
  - Employment Memoranda of Understanding.

Performance measure

### Number of innovation projects implemented

Year	2015–16	2016–17
Target	4	8
Actual	5	8

Source: Corporate Services data management system.

## Women in Leadership Program

The DATSIP Women in Leadership (WIL) Program aims to improve the career progression of women at all levels in the department, and address the specific career needs of the department's Aboriginal and Torres Strait Islander women.

During 2016–17 we established a partnership with the Public Service Commissioner to champion the careers of Aboriginal and Torres Strait Islander women in the public service and we hosted three inspirational women to share their insights on leadership.

## Workforce planning and performance

### Strategic workforce planning

The department is strongly committed to a workforce that delivers excellence in public service and has, over the last three years, implemented workforce strategies within the Strategic Workforce Plan: 2016–21 to provide for a capable, agile and innovative workforce, which is able to deliver the Queensland Government's agenda and meet the department's future business needs.

The plan is reviewed annually to ensure alignment between workforce skills, resources and core business priorities. The plan is implemented at all levels of the department through operational plans and quarterly reporting. The plan is based on five key priorities:

- strengthen staff capability, leadership and performance
- harness the benefits and power of workforce diversity
- create a culture of excellence and innovation
- reinvigorate how we engage with, support and reward our staff
- ensure our staff remain healthy, safe and well.

## Attraction and retention strategies

The department is focused on attracting, retaining and building a high performing workforce that is inclusive and diverse.

During 2016–17 the department continued to welcome and engage new employees through the department's induction program, which provides an introduction to the department's role and responsibilities. We also continued to implement the department's Cultural Capability Framework and continued to provide staff with flexible working arrangements to help them achieve a better balance between work, family and life in general.

The range of flexible working options offered by the department included:

- flexible hours of work
- part-time hours and job sharing
- leave at half pay
- encouraging staff to use their annual leave
- staggered start and finish times
- leave provisions, including carer's leave, accrued time and purchased leave
- working from home and telecommuting.

The department actively worked to improve and increase the usage of flexible work arrangements by:

- implementing a new policy and guidelines on the use of flexible work arrangements
- allowing staff to access the Distributed Work Centre Pilot Program, which is managed by the Department of Housing and Public Works.

## Employee induction

All new employees undertake an induction process, which is designed to: ensure a smooth transition into the department and work environment; provide information on employment conditions and entitlements; help new starters to understand the responsibilities and behaviours expected of them by the Queensland Government and department; provide an understanding of the function and operations of the department as well as the business group/work unit.

New employees are required to take a number of online courses through the department's learning site iLearn as part of the induction process. In addition to this, new employees must familiarise themselves with the department's Disability Service Plan.

### Managing our performance

Our department's ongoing approach to performance management is based on a continuous cycle of setting performance criteria, monitoring and assessment, feedback, achievement planning, and learning and development activities.

Achievement and capability plans were utilised to provide an opportunity for supervisors and their staff to discuss performance expectations, how their role links to the department's goals, and the immediate and future career goals for the employee. They also provided a prompt for regular, structured discussions about performance expectations. During 2016–17, 90 per cent of staff developed an achievement and capability plan.

### Workplace health, safety and wellbeing

The department is committed to providing and maintaining a safe, healthy and supportive work environment at all times. The objectives of our Health, Safety and Wellbeing Policy and related procedures and guidance are to:

- establish and maintain a workplace that is free from risks to the health, safety and wellbeing of individuals
- maintain a workplace in which employees strive for optimum levels of wellbeing
- detail the agreed employer/employee responsibilities including responsibilities for reporting workplace hazards and incidents.

### Complaints management

The department has a robust internal complaints management system for resolving both internal and external complaints. In 2016–17, the department's external complaints management processes were audited by the Queensland Ombudsman's office. Recommendations from this audit will be implemented in 2017–18.

In 2016–17, a total of 14 internal complaints were received by the department. Of these complaints, three were substantiated, three were unsubstantiated and eight are currently under review or investigation. Appropriate measures were taken to address issues in substantiated complaints.

Quarterly reports on complaints and investigations were provided to the Public Service Commission as part of whole-of-government reporting requirements. All complaints are dealt with strictly in accordance with the public service requirements.

### Industrial relations and agreements

DATSIP staff are predominantly represented by the Together Queensland Union of Employees. Employees are covered by the following Awards and Certified Agreements:

- public servants: Queensland Public Service Officers and Other Employees Awards—State 2015
- Retail Stores: General Employees (Queensland Government Departments) and Other Employees Award—State 2015
- all staff: State Government Entities Certified Agreement 2015.

The State Government Entities Certified Agreement 2015 was ratified on 2 June 2016. As part of this agreement, staff received a second salary increment of 2.5 per cent in September 2016, with the third increment to commence in September 2017.

### Early retirement, redundancy and retrenchment

During the period, one employee received a redundancy package at the cost of \$66,663.00. Employees who did not accept an offer of redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

## Future directions

In 2017–18, our department will continue to create a capable, agile and innovative organisation that works with its partners and customers to increase the economic participation and improve the community participation of Aboriginal and Torres Strait Islander Queenslanders by:

- ▷ maximising the department’s workforce performance through data analytics and contemporary, innovative human resource management approaches
- ▷ implementing strategies to achieve the department’s 2021–22 workforce diversity targets
- ▷ continuing to position the department as a leader in delivering policies, programs and services in partnership with Aboriginal and Torres Strait Islander Queenslanders
- ▷ embedding a culture of innovation and continuous improvement to deliver more flexible, effective and efficient services
- ▷ measuring and monitoring our organisational capability through the following performance measures and targets.

2017–18 Performance measures	2017–18 Targets
▷ Percentage of staff with achievement and capability plans	▷ <b>90%</b>
▷ Increase in workplace diversity—Aboriginal and Torres Strait Islander staff	▷ <b>28%</b>
▷ Increase in workplace diversity—female staff as SES level	▷ <b>50%</b>
▷ Increase in workplace diversity—staff with disability	▷ <b>3.3%</b>
▷ Increase in workplace diversity—staff from non-English speaking backgrounds	▷ <b>8.2%</b>
▷ Percentage of Cultural Capability Action Plan deliverables implemented	▷ <b>100%</b>
▷ Number of innovation projects implemented	▷ <b>8</b>

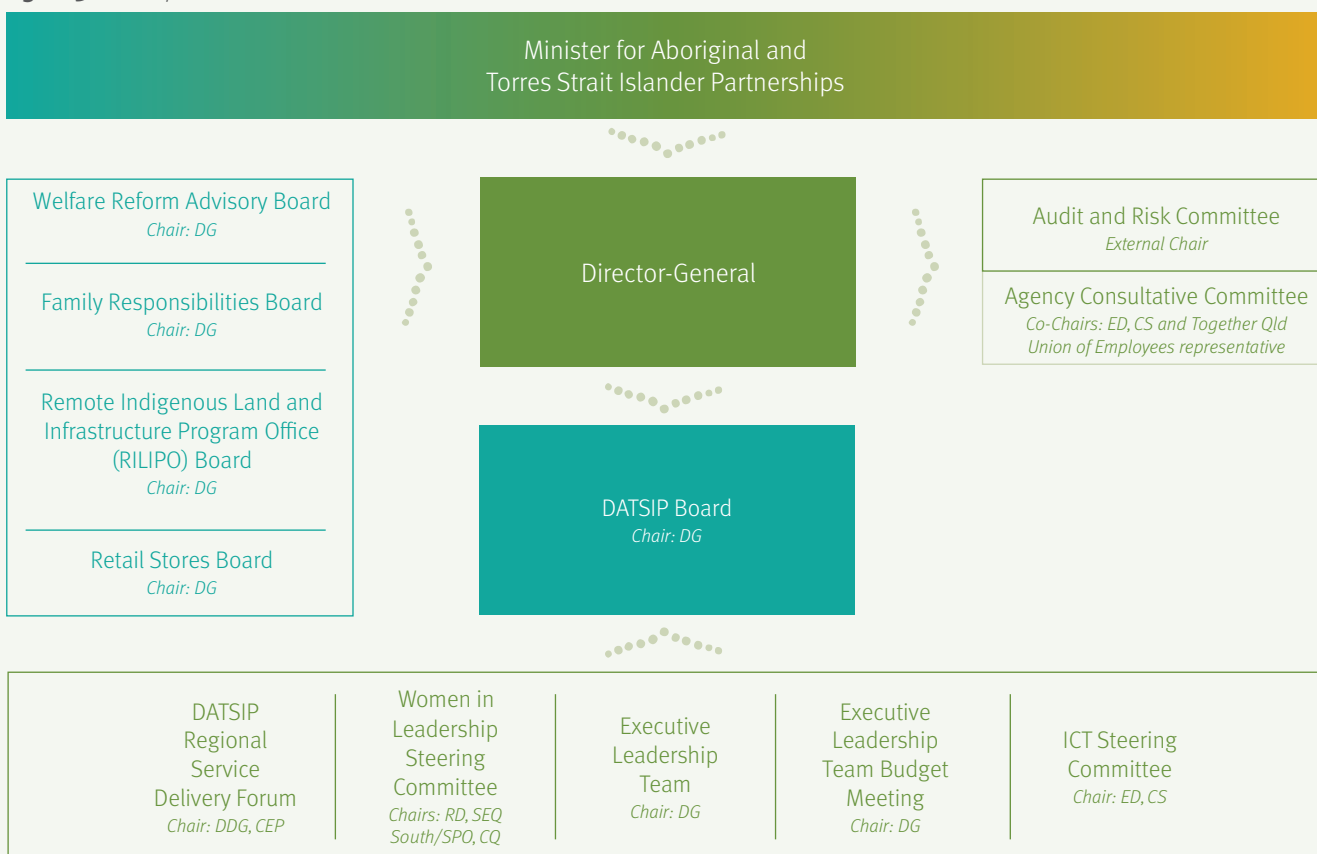
## Our corporate governance

### Governance and decision-making bodies

The DATSIP Board and other departmental boards and committees are a significant component of the department’s corporate governance structure (refer to Figure 3).

Further details regarding the profiles of the DATSIP Board members and the membership of the department’s other boards and committees are provided at Appendices 3 and 4 from page 97–98.

**Figure 3:** The department’s Governance Committee Structure



### Government bodies

During 2016–17, the following government bodies were responsible for providing advice to the Minister on a range of matters relating to Aboriginal and Torres Strait Islander affairs:

- Community Enterprise Queensland, previously named Island Industries Board and trading under the name Islanders Board of Industry and Service (IBIS)
- Palm Island Community Company
- Family Responsibilities Board
- Family Responsibilities Commission
- Reparations Taskforce.

Of these, Community Enterprise Queensland and the Family Responsibilities Commission prepare separate annual reports, which are provided to the Minister for tabling in the Queensland Parliament. Therefore, the transactions and achievements of these statutory bodies for 2016–17 are not reported on in this annual report. However, Table 4 (page 49) provides further detail regarding the function and constituting Act for these statutory bodies.

Further information regarding the Palm Island Community Company, Family Responsibilities Board and Reparations Taskforce is available on the department’s website at [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au)

**Table 4:** Function and constituting Act for the Family Responsibilities Commission and Island Industries Board

Statutory Body	Function	Constituting Act
Family Responsibilities Commission	The purpose of the Family Responsibilities Commission (FRC) is to support the restoration of socially responsible standards of behaviour and to assist community members to resume and maintain primary responsibility for the wellbeing of their community and the individuals and families within the community.	The Family Responsibilities Commission was established under the <i>Family Responsibilities Commission Act 2008</i> .
Community Enterprise Queensland	Community Enterprise Queensland operates 17 retail stores in the Torres Strait, previously named Island Industries Board trading under the name of the Islanders Board of Industry and Service (IBIS), and six retail stores on the mainland formerly operated by the department.  It aims to deliver goods and services on a sustainable business basis, including healthy food choices, at the lowest prices possible to the communities of the Northern Peninsula Area and Torres Strait and the mainland.	Community Enterprise Queensland was established under the <i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i> .

## Corporate planning and performance

The department's Planning and Performance Management Framework is a single overarching framework that identifies the key elements for driving policy, program and service delivery improvements that create value for our customers and stakeholders. These elements include planning, measuring performance, and internal and external reporting. The framework responds to the requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Public Sector Ethics Act 1994*.

### Strategic and operational planning

The department's 2016–2020 Strategic Plan sets the four year strategic direction for the department to achieve improved economic and community outcomes for Aboriginal people and Torres Strait Islander people and deliver on the Queensland Government's priorities for the community. The department's plan was developed in accordance with the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*.

Commitments in the plan were reflected in the department's business area operational plans and risk registers and were monitored and reported to senior management on a monthly basis.

By 30 June 2017, the department developed the DATSIP Strategic Plan 2017–2021 which will guide the work of the department over the next four years. This strategic plan is available on the department's website at [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au)

### Risk management

The department's risk management framework ensures that risk treatment strategies for events that might impact on the delivery of the department's strategic objectives are embedded into its culture and practices. It also creates an organisational environment where all staff are responsible for managing risk.

Key achievements in risk management during 2016–17 included:

- a risk management workshop with senior executives to develop the department's strategic risk register
- development of the department's risk appetite statement
- provision of advice and guidance materials to business areas to help them identify operational risks and apply the department's risk management methodology.



Throughout the year, the Audit and Risk Committee oversaw and reviewed the effectiveness of the implementation of risk management within the department. This included identifying areas of significant operational or financial risk and reviewing the arrangements in place to manage these risks.

### **Fraud and corruption control**

The department has a zero tolerance for fraud and corruption and is committed to the highest standards of openness, probity and accountability in all of its affairs. All staff are required to act ethically and professionally in their dealings with other staff, clients and service providers.

The department's Fraud and Corruption Control Policy, Procedure and Control Plan detail the department's approach to fraud and corruption and are published on the department's website and reviewed annually.

### **Asset management**

The department owns a range of assets, including buildings, improved and unimproved vacant land, equipment, furniture, fittings and software. The department maintains asset registers to manage and monitor these assets and undertakes stocktakes in accordance with Queensland Treasury guidelines. All property assets have been comprehensively valued in the past four years.

### **Information systems and record keeping**

The department's information and communication technology (ICT) enabled business initiatives are provided by the Department of Communities, Child Safety and Disability Services (DCCSDS) as part of a Service Level Agreement.

The department meets the accountability requirements of the *Public Records Acts 2002* and complies with the General Retention and Disposal Schedule for Administrative Records to maintain accurate records for accountability and business continuity.

### **Internal audit**

The internal audit function for the department is sourced directly from Internal Audit and Compliance Services within DCCSDS. This arrangement enables the department to leverage its limited resourcing for internal audit and gain the benefits of access to a full internal audit team with significant experience in the department's business.

Internal Audit and Compliance Services provides an independent, objective, assurance and consulting service designed to add value and improve the operations of the department. It undertakes strategic and annual planning based on a risk assessment of the department's current business activities in accordance with the *Financial and Performance Management Standard 2009*.

The Annual Audit Plan 2016–17, endorsed by the Audit and Risk Committee in December 2016, was developed to focus on the higher risk business units and projects where internal audit and assurance activities will provide the most value.

In 2016–17, the Internal Audit and Compliance Services' program of work included:

- Travel Expenditure Review
- Repairs Internal Controls Review
- Transfer of DATSIP Retail Stores Review—Access to Sensitive Information
- Transfer of DATSIP Retail Stores Review—Financial Consolidation
- Payroll Data Analytics
- Repairs Business Process Review
- Risk Treatment and Control Deep Dive
- Risk Management Maturity Review
- Accounts Payable Control Testing.

**Public sector ethics**

The Code of Conduct for the Queensland Public Service (the Code of Conduct) is based on the ethics, principles and associated set of values prescribed by the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each of the ethical principles, namely:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The Code of Conduct applies to all departmental staff including volunteers, students, contractors, consultants and anyone working in any other capacity for the department.

Staff are able to access the Code of Conduct and a range of supporting resources through the department’s website. Adherence to the Code of Conduct is a significant way in which the department demonstrates ethical leadership in how it performs its role.

**External scrutiny**

The Auditor-General, supported by the Queensland Audit Office and in accordance with the *Auditor-General Act 2009*, conducts financial and performance audits of the department. On 29 June 2017, the Auditor-General tabled in Parliament the Education and employment outcomes for Aboriginal and Torres Strait Islander people (Report 20: 2016–17). The department is working on implementing the recommendations outlined in the report.

In June 2017, the Auditor-General released the 2017–2020 Strategic Audit Plan.

**Future directions**

In 2017–18, our department will continue to strengthen its corporate governance arrangements and processes to create a capable, agile and innovative organisation by:

- ▷ promoting accountability through good governance and robust business practices
- ▷ developing a plan for strategic resource allocation and investment
- ▷ reviewing the department’s Service Level Agreements with external service providers to ensure that they are effective and up-to-date
- ▷ investing in technology that supports the delivery of departmental services.

**2017–18 Performance measures**

**2017–18 Targets**

- ▷ Performance against budget allocation ▷ **99%**



# OUR FINANCIAL PERFORMANCE

## IN THIS SECTION...

What we achieved	53
Income received	53
Expenses incurred	54
Comparison to last year	55
Positive financial position	55
Assets held	55
Liabilities and equity	56
Retail Stores	56
Administered Items	56

### **Statement by the Chief Finance Officer**

In accordance with the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming that the financial internal controls of the department are operating efficiently, effectively and economically. The statement was presented at the Audit and Risk Committee meeting in August 2017.

A set of comprehensive financial statements is provided as an attachment to this report on page 57.

## What we achieved

In 2016–17, we continued to manage our finances effectively, efficiently and economically to enable the delivery of economic participation and community participation services and to meet our legislative obligations.

During 2016–17, we:

- merged the operations of the department’s Retail Stores with Community Enterprise Queensland, including the transfer of the net assets of the stores –the land and buildings have been retained by the department
- commenced implementation of new initiatives, including the From Jails to Jobs Pilot
- secured additional funding to support Aurukun to restore and maintain calm, including increased coordination activities locally, and funding for capital works such as the refurbishment of the community centre
- secured additional funding from the Commonwealth for infrastructure works in Mossman Gorge
- secured funding for an enhanced youth employment program focused on achieving employment or training outcomes for young Aboriginal people and Torres Strait Islander people in regional areas.

## Our performance

The department’s Retail Stores operations transitioned to Community Enterprise Queensland effective 1 May 2017.

Income for 2016-17 for the department, excluding Retail Stores, amounted to \$78.5 million and expenses were \$74.2 million, resulting in an operating surplus from continuing operations of \$4.3 million. This surplus reflects funding received in advance, including funding from the Commonwealth Government, for a number of programs led by the department.

## Income received

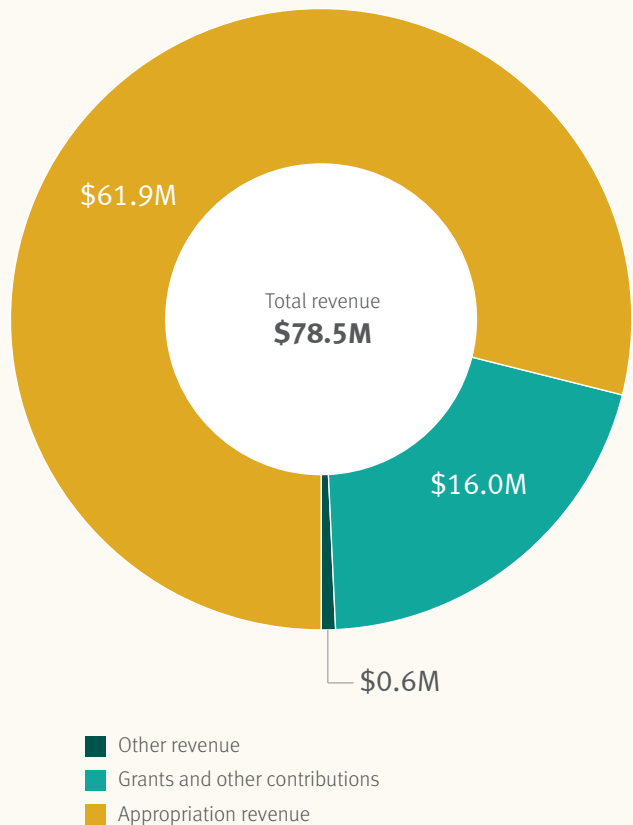
The department received income primarily through appropriation revenue and grant funding.

Income for 2016–17, excluding Retail Stores, was \$78.5 million and this included:

- \$61.9 million in appropriation revenue from the Queensland Government
- \$16 million in grants and other contributions mainly from the Australian Government for the National Partnership on Remote Housing and other programs
- \$0.6 million in other revenue.

Figure 4 shows the revenue across items for 2016–17.

**Figure 4:** Revenue by type (\$M)



Source: DATSIP’s 2016–17 Financial Statements.

## Expenses incurred

During 2016–17, our department delivered its services through:

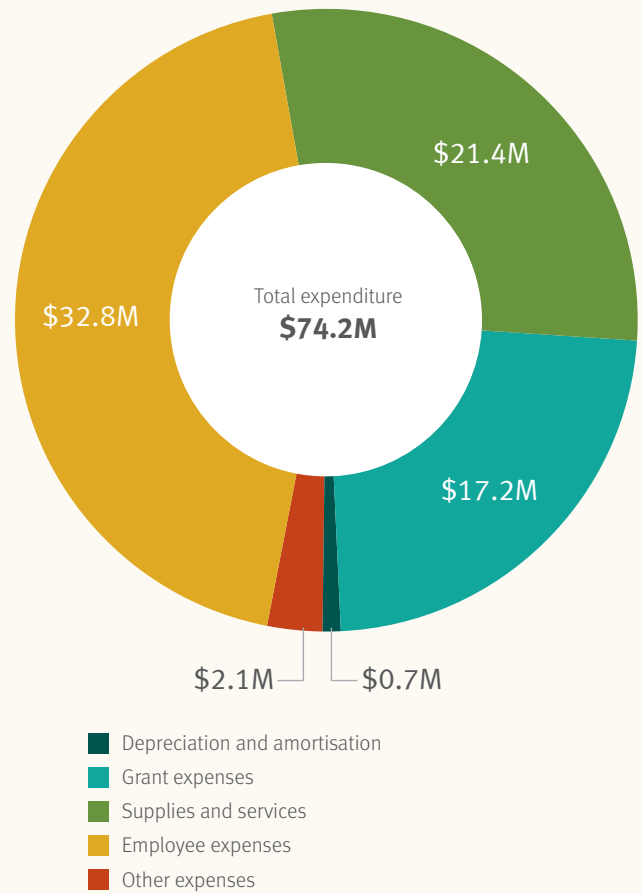
- departmental staff
- the provision of grants and contributions to local governments, non-government organisations and community groups
- the engagement of technical experts in the areas of land surveys, road infrastructure planning engineering and land tenure negotiation.

Total expenses for 2016–17, excluding Retail Stores, were \$74.2 million and included:

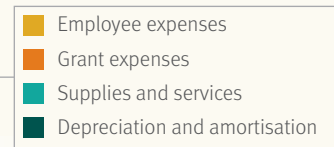
- \$32.8 million on employee expenses
- \$21.4 million on supplies and services, including service procurement for Welfare Reform communities
- \$17.2 million on grants expenditure, including infrastructure development works in discrete Aboriginal and Torres Strait Islander communities and payments made as part of the Reparations Scheme
- \$0.7 million on depreciation and amortisation expenses
- \$2.1 on other expenses.

Figure 5 shows the expenses across items for 2016–17.

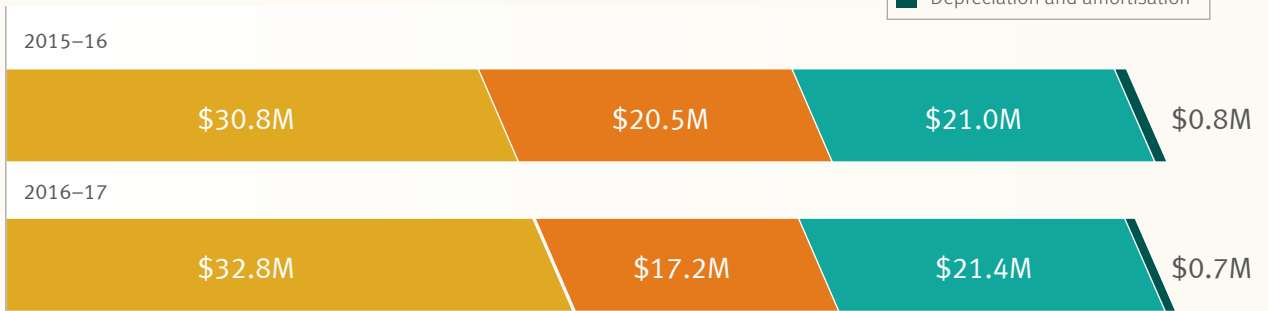
**Figure 5:** Operating expenditure by type (\$M)



Source: DATSIP's 2016–17 Financial Statements.



**Figure 6:** Expenditure comparison \$M



Source: DATSIP's 2016–17 Financial Statements.

### Comparison to last year

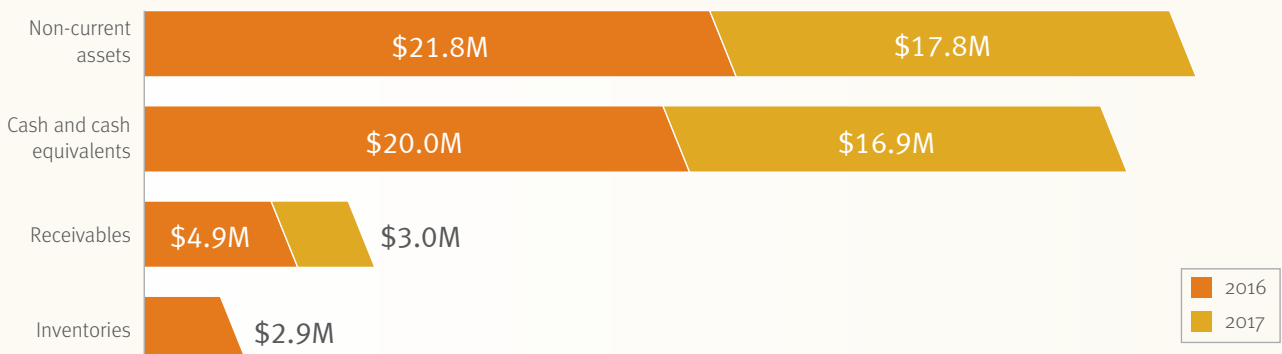
Expenditure for our department in 2016–17, excluding Retail Stores was \$0.9 million more than 2015–16. This reflects reduced expenditure on land infrastructure works funded by the National Partnership on Remote Housing, which was offset by increased employee expenses resulting from Enterprise Bargaining Agreement increases and temporary resourcing as part of the heightened response for Aurukun and the Retail Stores merger.

Figure 6 compares the department’s expenditure in 2016–17 with 2015–16.

### Positive financial position

Our department was in a positive financial position at the end of the 2016–17 financial year. Total equity was \$29.3 million, a decrease of \$12.5 million from 2015–16. This decrease reflects the transfer of the net assets (other than land and buildings) out of the department as part of the Retail Stores merger with Community Enterprise Queensland, offset by the surplus from continuing operations.

**Figure 7:** Assets \$M



Source: DATSIP's 2016–17 Financial Statements.

### Assets held

Total assets held by the department at 30 June 2017 were \$37.7 million, which included:

- \$17.8 million in property, plant and equipment, and software
- \$16.9 million in cash assets
- \$3 million in receivables.

Figure 7 provides a summary of the department’s assets in 2016 and 2017.

## Liabilities and equity

At 30 June 2017, our department had liabilities of \$8.4 million, including payables of \$6.9 million and accrued employee benefits of \$1.5 million. Equity totals \$29.3 million.

Figure 8 details the department's liabilities and equity in 2016 and 2017.

## Retail Stores

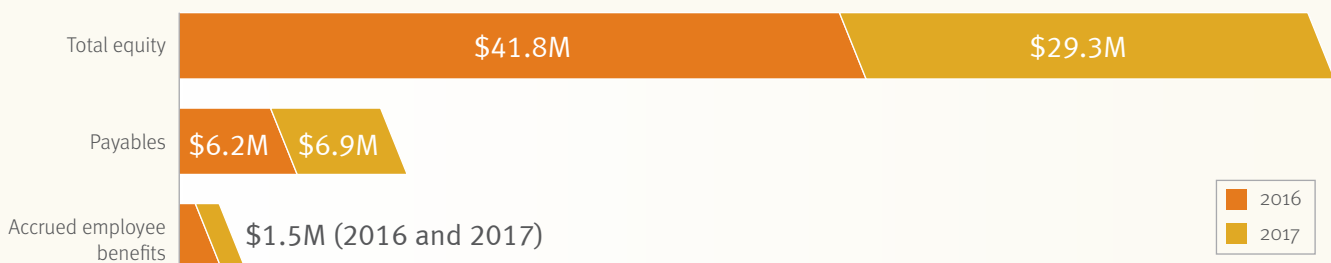
The trading result for the Retail Stores for the period 1 July 2016 to 30 April 2017 was a surplus of \$0.39 million. However, the overall operating result reflects \$18.5 million in net assets transferred to Community Enterprise Queensland as part of the merger. The land and buildings have been retained by the department. The effect of this accounting adjustment for the asset transfer results in an operating deficit of \$17.8 million being recognised in relation to these discontinued operations, and an overall department deficit of \$13.5 million.

## Administered Items

Our department administered the payment of \$4 million to the Family Responsibilities Commission in support of its Welfare Reform activities in the 12 months to 30 June 2017. This amount included \$1.8 million funded by the Australian Government.

In addition, the department administered the payment of \$10.1 million to the Western Cape Communities Trust under the Western Cape Communities Co-Existence Agreement.

**Figure 8:** Liabilities and equity \$M



Source: DATSIP's 2016–17 Financial Statements.



# FINANCIAL STATEMENTS

## IN THIS SECTION...

Statement of comprehensive income	58
Statement of financial position	59
Statement of changes in equity	60
Statement of cash flows	61
Statement of comprehensive income by major departmental services	62
Notes to and forming part of the Financial Statement 2016-17	63
Certificate of the Department of Aboriginal and Torres Strait Islander Partnerships Independent Auditor's report	84
	85

The financial statements enable readers to assess the department's financial results for the 2016–17 financial year and its financial position as at the end of the financial year.

The Department of Aboriginal and Torres Strait Islander Partnerships is a Queensland Government department established under the *Public Service Act 2008*.

The financial statements for the Department of Aboriginal and Torres Strait Islander Partnerships have been prepared in accordance with the *Financial and Performance Management Standard 2009* and other requirements detailed in Note 1.

The department is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business is:

Level 9, 1 William Street  
Brisbane QLD 4000

For information in relation to the department's financial statement please contact Financial Services on:

Phone: 3003 6432  
Email: [DATSIP-FinancialServices@datsip.qld.gov.au](mailto:DATSIP-FinancialServices@datsip.qld.gov.au)  
Website: [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au)



## Statement of comprehensive income

for the year ended 30 June 2017

	NOTES	2017 \$'000	2016 RESTATE \$'000
<b>INCOME FROM CONTINUING OPERATIONS</b>			
Appropriation revenue	2	61,958	52,299
Grants and other contributions	3	15,972	22,106
Other revenue		583	65
<b>Total income from continuing operations</b>		<b>78,513</b>	<b>74,470</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
Employee expenses	4	32,761	30,790
Supplies and services	6	21,419	21,027
Grants	7	17,231	20,505
Depreciation and amortisation		697	753
Other expenses	8	2,123	287
<b>Total expenses from continuing operations</b>		<b>74,231</b>	<b>73,362</b>
<b>Operating result from continuing operations</b>		<b>4,282</b>	<b>1,108</b>
<b>Operating result from discontinued operations</b>	9	<b>(17,750)</b>	<b>2,254</b>
<b>Operating result for the year</b>		<b>(13,468)</b>	<b>3,362</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<i>Items that will not be reclassified to Operating Result:</i>			
Increase in asset revaluation surplus		1,037	–
<b>Total comprehensive income</b>		<b>(12,431)</b>	<b>3,362</b>

The accompanying Notes form part of these statements.

## Statement of financial position

as at 30 June 2017

	NOTES	2017 \$'000	2016 \$'000
<b>CURRENT ASSETS</b>			
Cash at bank and on hand		16,887	19,978
Receivables	10	2,954	4,892
Inventories		–	2,925
Other current assets		69	–
<b>Total current assets</b>		<b>19,910</b>	<b>27,795</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	11	17,577	21,587
Intangible assets		185	194
<b>Total non-current assets</b>		<b>17,762</b>	<b>21,781</b>
<b>Total assets</b>		<b>37,672</b>	<b>49,576</b>
<b>CURRENT LIABILITIES</b>			
Payables	12	6,875	6,233
Accrued employee benefits	13	1,506	1,522
<b>Total current liabilities</b>		<b>8,381</b>	<b>7,755</b>
<b>Net assets</b>		<b>29,291</b>	<b>41,821</b>
<b>EQUITY</b>			
Contributed equity		27,701	27,801
Asset revaluation surplus	14	5,041	4,004
Accumulated surplus		(3,451)	10,016
<b>Total equity</b>		<b>29,291</b>	<b>41,821</b>

The accompanying Notes form part of these statements.

## Statement of changes in equity

for the year ended 30 June 2017

	CONTRIBUTED EQUITY \$'000	ASSET REVALUATION SURPLUS \$'000	ACCUMULATED SURPLUS \$'000	TOTAL \$'000
<b>BALANCE AS AT 1 JULY 2015</b>	<b>27,358</b>	<b>4,004</b>	<b>6,652</b>	<b>38,014</b>
Operating result from continuing operations	–	–	3,362	3,362
<b>Total comprehensive income for the year</b>	<b>–</b>	<b>–</b>	<b>3,362</b>	<b>3,362</b>
<b>TRANSACTIONS WITH OWNERS AS OWNERS</b>				
Non-appropriated equity adjustment	443	–	–	443
Post machinery-of-government adjustment	–	–	2	2
<b>Net transactions with owners as owners</b>	<b>443</b>	<b>–</b>	<b>2</b>	<b>445</b>
<b>Balance as at 30 June 2016</b>	<b>27,801</b>	<b>4,004</b>	<b>10,016</b>	<b>41,821</b>
<b>BALANCE AS AT 1 JULY 2016</b>	<b>27,801</b>	<b>4,004</b>	<b>10,016</b>	<b>41,821</b>
Operating result from continuing operations	–	–	4,282	4,282
Operating result from discontinued operations	–	–	(17,750)	(17,750)
<b>OTHER COMPREHENSIVE INCOME</b>				
Increase in asset revaluation surplus	–	1,037	–	1,037
<b>Total comprehensive income for the year</b>	<b>–</b>	<b>1,037</b>	<b>(13,468)</b>	<b>(12,431)</b>
<b>TRANSACTIONS WITH OWNERS AS OWNERS</b>				
Non-appropriated equity adjustment	(100)	–	–	(100)
Post machinery-of-government adjustment	–	–	1	1
<b>Net transactions with owners as owners</b>	<b>(100)</b>	<b>–</b>	<b>1</b>	<b>(99)</b>
<b>Balance as at 30 June 2017</b>	<b>27,701</b>	<b>5,041</b>	<b>(3,451)</b>	<b>29,291</b>

The accompanying Notes form part of these statements.

## Statement of cash flows

for the year ended 30 June 2017

	NOTE	2017 \$'000	2016 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
INFLOWS:			
Appropriation receipts		62,462	50,991
Sale of goods		23,396	27,626
Grants and other contributions		16,544	21,549
Interest receipts		101	134
GST input tax credits received from Australian Taxation Office		4,200	5,523
GST collected from customers		1,598	1,570
Other		664	224
OUTFLOWS:			
Employee expenses		(37,025)	(34,786)
Supplies and services		(24,689)	(22,344)
Grants		(16,582)	(21,872)
Inventory expenses		(14,095)	(18,586)
GST paid to suppliers		(4,478)	(4,883)
GST remitted to Australian Taxation Office		(1,453)	(1,697)
Other		(1,641)	(281)
<b>Net cash provided by (used in) operating activities</b>	<b>15</b>	<b>9,005</b>	<b>3,168</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
OUTFLOWS:			
Payments for property, plant and equipment		(397)	(897)
<b>Net cash provided by (used in) investing activities</b>		<b>(397)</b>	<b>(897)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
INFLOWS:			
Equity injection		–	443
<b>Net cash provided by (used in) financing activities</b>		<b>–</b>	<b>443</b>
Cash at bank and on hand at beginning of financial year		19,978	17,264
Net increase in cash and cash equivalents		8,608	2,714
(Decrease) in cash and cash equivalents from restructuring		(11,699)	–
<b>Cash at bank and on hand at end of financial year</b>		<b>16,887</b>	<b>19,978</b>

The Statement of Cash Flows includes continuing and discontinued operations.

The accompanying Notes form part of these statements.

## Statement of comprehensive income by major departmental services

for the year ended 30 June 2017

	ECONOMIC PARTICIPATION SERVICES	COMMUNITY PARTICIPATION SERVICES	DISCONTINUED OPERATIONS	TOTAL	ECONOMIC PARTICIPATION SERVICES	COMMUNITY PARTICIPATION SERVICES	DISCONTINUED OPERATIONS	TOTAL
	2017	2017	2017	2017	2016	2016	2016	2016
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	RESTATED \$'000
<b>INCOME FROM OPERATIONS</b>								
Appropriation revenue	28,155	33,803	–	<b>61,958</b>	22,812	29,487	–	<b>52,299</b>
Sale of goods	–	–	23,594	<b>23,594</b>	–	–	27,875	<b>27,875</b>
Grants and other contributions	15,142	830	–	<b>15,972</b>	21,531	575	–	<b>22,106</b>
Other revenue	441	142	152	<b>735</b>	8	57	304	<b>369</b>
<b>Total income from operations</b>	<b>43,738</b>	<b>34,775</b>	<b>23,746</b>	<b>102,259</b>	<b>44,351</b>	<b>30,119</b>	<b>28,179</b>	<b>102,649</b>
<b>EXPENSES FROM OPERATIONS*</b>								
Employee expenses	16,298	16,463	4,157	<b>36,918</b>	15,852	14,938	4,324	<b>35,114</b>
Supplies and services	12,208	9,211	1,916	<b>23,335</b>	11,984	9,043	2,250	<b>23,277</b>
Grants	10,658	6,573	6	<b>17,237</b>	14,607	5,898	14	<b>20,519</b>
Depreciation and amortisation	345	352	474	<b>1,171</b>	154	599	568	<b>1,321</b>
Inventory expenses	–	–	16,319	<b>16,319</b>	–	–	18,649	<b>18,649</b>
Other expenses	65	2,058	18,624	<b>20,747</b>	141	145	121	<b>407</b>
<b>Total expenses from operations</b>	<b>39,574</b>	<b>34,657</b>	<b>41,496</b>	<b>115,727</b>	<b>42,738</b>	<b>30,624</b>	<b>25,925</b>	<b>99,287</b>
<b>Operating result for the year</b>	<b>4,164</b>	<b>118</b>	<b>(17,750)</b>	<b>(13,468)</b>	<b>1,613</b>	<b>(505)</b>	<b>2,254</b>	<b>3,362</b>
<b>OTHER COMPREHENSIVE INCOME</b>								
<i>Items that will not be reclassified to operating result:</i>								
Increase (decrease) in asset revaluation surplus	541	496	–	<b>1,037</b>	–	–	–	–
<b>Total comprehensive income</b>	<b>4,705</b>	<b>614</b>	<b>(17,750)</b>	<b>(12,431)</b>	<b>1,613</b>	<b>(505)</b>	<b>2,254</b>	<b>3,362</b>
*Allocation of expenses from corporate services	2,198	2,017	–	4,215	1,684	2,073	–	3,757

A Statement of Financial Position is not available by major departmental service area.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2016–17

NOTE	OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE DEPARTMENT
1	Summary of significant accounting policies
2	Appropriation revenue
3	Grants and other contributions
4	Employee expenses
5	Key Management Personnel (KMP) disclosures and related party transactions
6	Supplies and services
7	Grants
8	Other expenses
9	Discontinued operations
10	Receivables
11	Property, plant and equipment
12	Payables
13	Accrued employee benefits
14	Asset revaluation surplus by class
15	Reconciliation of operating result to net cash from operating activities
16	Commitments for expenditure
17	Contingencies
18	Financial instruments
19	Schedule of administered items
20	Reconciliation of payments from consolidated fund to administered income
21	Budget to actual comparison

## Objectives and principal activities of the department

The objectives and principal activities of the Department of Aboriginal and Torres Strait Islander Partnerships are detailed in the body of the Annual Report and in Appendix 1 – Our legislation.

The department is funded principally by parliamentary appropriations. It also receives grant revenue from the Department of Housing and Public Works for federally funded land infrastructure development related works in remote and discrete indigenous communities. Revenue was also earned from the Retail Stores operations. These operations were transferred to Community Enterprise Queensland, a Queensland government statutory authority, on 1 May 2017.

The Department of Aboriginal and Torres Strait Islander Partnerships' services include:

- Economic Participation services which aim to increase the economic participation of Aboriginal people and Torres Strait Islander people in the Queensland economy by delivering policies, programs and services that result in Aboriginal people and Torres Strait Islander people entering and actively participating in the workforce and having more opportunities to secure new businesses, to own land and to own their homes.
- Community Participation services which aim to improve the community participation of Aboriginal people and Torres Strait Islander people by delivering policies and programs that result in greater social cohesion, connected communities and communities that value and protect culture and heritage. This includes supporting key reforms, leading whole of government efforts to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders; and supporting targeted communities in restoring social norms and re-establishing local authority.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### a) 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.

This 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 early adopted and/or applied for the first time in these financial statements are outlined in Note 1(m).

#### b) 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.

#### c) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the Department of Aboriginal and Torres Strait Islander Partnerships.

#### d) Property, plant and equipment thresholds

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised 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.

#### e) Revaluations of property, plant and equipment

Plant and equipment are measured at cost in accordance with Queensland Treasury Non-Current Asset Policies.

Capital works in progress are measured at their acquisition or construction cost.

Land and buildings are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. 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 where applicable.

Revaluations by an independent professional valuer are generally undertaken at least once every five years. In interim years, land and buildings may be revalued by use of appropriate and relevant indices.

Materiality concepts under AASB 1031 are considered in determining whether the difference between the carrying amount and the fair value of an asset is material. The department has the option of choosing only to account for the impact of indexation if the cumulative change in the index results in a five per cent or greater (either positive or negative) change in the reported asset balances.

#### **i. Land and buildings not on Deed of Grant in Trust (DOGIT) land**

In 2016–17, the department engaged the State Valuation Service (SVS) to supply indices for land and buildings. These indices are either publicly available, or are derived from available market information. SVS provides assurance of their robustness, validity and appropriateness for application to the relevant assets.

Departmental buildings (excluding Retail Stores buildings) have been indexed in 2016–17 accounts as the average cumulative effect over the period 2014–17 was 6.63% and material.

#### **ii. Land and buildings on Deed of Grant in Trust (DOGIT) land**

Land is valued at a nominal value of \$1 per parcel as land is held in trust for the local community.

In 2016–17, the department engaged the State Valuation Service (SVS) to undertake a comprehensive valuation of the department's Retail Stores buildings.

There is not an active market for departmentally-owned buildings on DOGIT land. Therefore a depreciated replacement cost approach, based on cost per unit of service potential of the most appropriate modern replacement facility adjusted for any differences in future service potential of the asset being valued is used.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- 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
- level 3 – represents fair value measurements that are substantially derived from unobservable inputs

Buildings on DOGIT land comprise the majority of the department's non-current assets and are valued using the Depreciated Replacement Cost method. As such these are considered to be specialised buildings and categorised into level 3 of the fair value hierarchy. None of the department's valuations are eligible for categorisation into level 1 of the fair value hierarchy. There were no transfers of assets between fair value hierarchy levels during 2016–17. The comprehensive valuation undertaken by SVS at 30 June 2017 has resulted in a net revaluation surplus recognised in the Statement of Comprehensive Income.

#### ***Fair value measurement***

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.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant unobservable inputs used by the department include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the department assets/liabilities, internal records of recent construction costs (and/or estimates of such costs) for assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.



**f) Intangibles**

Intangible assets held by the department represent its investment in internally generated software. Intangible assets with a cost equal to or greater than \$100,000 are recognised in the financial statements, with items of a lesser value being expensed.

Each intangible asset is amortised over its estimated useful life to the department, less any anticipated residual value.

It has been determined there is not an active market for any of the department's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

**g) Amortisation and depreciation of intangibles and property, plant and equipment**

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

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.

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

For each class of depreciable asset, the following depreciation and amortisation rates are used:

<b>Class</b>	<b>Rate %</b>
Buildings	1.6 – 2.5
Plant and equipment	4.00 – 33.3
Internally generated software	14.3

**h) Impairment of non-current physical and intangible assets**

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis.

An impairment loss is recorded where the asset's carrying amount exceeds the recoverable amount.

Based on the assessment of recoverable amounts, recording an impairment loss is not required for 2016–17.

**i) Employee benefits*****Wages, salaries and sick leave***

Wages and salaries due, but unpaid at reporting date, are recognised in the Statement of Financial Position at 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 and an expense is recognised for this leave as it is taken.

***Annual leave and long service leave***

The department is a member of the Queensland Government's Annual Leave and Long Service Leave Schemes. Under these schemes, a levy is paid 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 is recognised in the department's financial statements as the liability 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*.

***Superannuation***

Employer contributions for superannuation are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on advice from the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its required fortnightly contribution to QSuper.

The QSuper scheme has defined benefit and defined contribution categories. 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*.

***Workers' compensation***

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 counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note 5.

#### **j) Retail stores transition to Community Enterprises Queensland**

Retail Stores operations and net assets, excluding land and buildings, were transferred to Community Enterprise Queensland (CEQ), a Queensland government statutory authority on the 1 May 2017. As CEQ is not consolidated into the general government accounts the transaction is not considered a contribution by owners and the effect of the net assets transferred is treated as an operating expense in the department's Statement of Comprehensive Income.

#### **k) Taxation**

The department is a State body as defined under the *Income Tax Assessment Act 1936*, and is exempt from Commonwealth taxation except for Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). GST credits receivable from, and GST payable to the Australian Taxation Office (ATO), along with FBT, are recognised.

#### **l) Other presentation matters**

Currency and rounding – Amounts included in the financial statements are in Australian dollars and have been 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.

#### **m) New accounting standards or change in accounting policy**

The only 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 key management personnel (KMP) remuneration expenses and other related party transactions, and does not impact on the financial statement line items.

The standard has resulted in the department's responsible Minister being identified as part of the department's KMP as from 2016–17. Material related party transactions for 2016–17 are disclosed in Note 5. No comparative information about related party transactions is required in respect of 2015–16.

#### **n) Future Impact of Accounting Standards Not Yet Effective**

##### ***AASB 2016-2 Amendments to Australian Standards – Disclosure Initiative: Amendment to ASSB 107***

As from the department's financial statements for 2017–18, this standard will require additional disclosures to enable the reader to evaluate changes in liabilities arising from financing activities. These disclosures will include both cash flows and non-cash changes between the opening and closing balance of the relevant liabilities and be disclosed by way of a reconciliation in the notes to the Statement of Cash Flows.

##### ***AASB 1058 Income of Non-For Profit Entities and ASSB 15 Revenue from Contracts with Customers***

These standards will first apply to the department from its financial statements for 2019–20. The standards pertain to the recognition of grants received in advance of performance obligations being met. The department typically receives grant funding in arrears of expenditure but will monitor the impact of any arrangements before the new standard takes effect.

##### ***AASB 9 Financial Instruments and ASSB 2014–7 Amendments to Australian Standards arising from ASSB 9***

These standards will first apply to the department from its financial statements for 2018-19. The main impacts of these standards are that they will change the requirements for the clarification, 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 in 2019–20. AASB 16 introduces a single lease accounting model for leases. Leases will be required to recognise a right-of-use asset and liability for all leases with a term more than 12 months, unless the underlying assets are of low value.

	2017 \$'000	2016 \$'000
<b>2. APPROPRIATION REVENUE:</b>		
<b>Reconciliation of payments from consolidated fund to appropriation revenue recognised in the operating result</b>		
Budgeted appropriation revenue	74,467	55,181
Transfer to administered revenue, refer to Note 20	–	(2,861)
Lapsed administered appropriation	(12,005)	(1,329)
<b>Total appropriation receipts (cash)</b>	<b>62,462</b>	<b>50,991</b>
Less: Opening balance of appropriation revenue receivable	(504)	–
Plus: Closing balance of appropriation revenue receivable	–	504
Plus: Opening balance of appropriation revenue payable	–	804
Less: Closing balance of appropriation revenue payable	(1,913)	–
<b>Appropriation revenue</b>	<b>60,045</b>	<b>52,299</b>
Plus: Deferred appropriation payable to Consolidated Fund (expense)	1,913	–
<b>Appropriation revenue recognised in statement of comprehensive income</b>	<b>61,958</b>	<b>52,299</b>

Appropriations provided under the *Appropriation Act 2016* are recognised as revenue when received. Approval has been obtained from Queensland Treasury to recognise a deferred appropriation payable for amounts received in advance at year end. Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriation.

<b>3. GRANTS AND OTHER CONTRIBUTIONS</b>		
Contributions from other government agencies	15,596	21,531
Services received at below fair value	376	575
<b>Total</b>	<b>15,972</b>	<b>22,106</b>

Grants, contributions, donations and gifts that are non-reciprocal in nature, are recognised as revenue in the year in which the department obtains control over them which is generally obtained at the time of receipt. Where grants are received that are reciprocal in nature, revenue is progressively recognised as it is earned, according to the terms of the funding arrangements.

	2017 \$'000	2016 RESTATED \$'000
<b>4. EMPLOYEE EXPENSES</b>		
<b>EMPLOYEE BENEFITS</b>		
Wages and salaries	25,048	23,580
Employer superannuation contributions	3,387	3,130
Annual leave levy	2,900	2,617
Long service leave levy	526	570
Other employee benefits	572	547
	<b>32,433</b>	<b>30,444</b>
<b>EMPLOYEE RELATED EXPENSES</b>		
Workers' compensation premium	115	102
Other employee related expenses	213	244
	<b>328</b>	<b>346</b>
<b>Total</b>	<b>32,761</b>	<b>30,790</b>

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

	2017	2016
Number of full-time equivalent employees	<b>304</b>	<b>347</b>

The reduction in the number of employees reflects the transfer of Retail Stores positions to Community Enterprise Queensland on 1 May 2017.

## 5. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES AND RELATED PARTY TRANSACTIONS

### Details of key management personnel

As from 2016–17, the department’s responsible Minister is identified as part of the department’s KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Honourable Mark Furner.

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. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

KMP for the department has been assessed as the department’s Board which comprised the following positions at 30 June 2017:

POSITION	RESPONSIBILITIES
<b>Director-General</b>	The efficient, effective and economic administration of the department.
<b>Deputy Director-General</b> <i>Cultural and Economic Participation</i>	Developing, leading and driving the development and implementation of culture and economic policy, strategic initiatives and programs.
<b>Deputy Director-General</b> <i>Policy</i>	Developing, leading and driving the development and implementation of social and economic policy, strategic initiatives and programs.
<b>Deputy Director-General</b> <i>Infrastructure and Coordination</i>	Coordinating the planning and implementation of Queensland Government infrastructure investment and to deliver economic and community participation outcomes for Aboriginal and Torres Strait Islander communities and individuals within North Queensland, Far North Queensland and Torres Strait.
<b>Executive Director</b> <i>Corporate Services</i>	Responsible for provision of corporate services.
<b>Chief Finance Officer</b>	Efficient and effective financial administration of the department.

### KMP remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland’s Members’ Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet.

As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements 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) are specified in employment contracts.

For the 2016–17 year, remuneration of KMPs increased by 2.5 per cent in accordance with government policy. The following disclosures focus on the expenses incurred by the department during respective reporting periods that is attributable to key management positions. The amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

- Short-term employee expenses including:
  - 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; and
  - non-monetary benefits – consisting of provision of a carpark and fringe benefits tax applicable to the benefit.
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits 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.

## 5. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES AND RELATED PARTY TRANSACTIONS (CONTINUED)

**Remuneration expenses**

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the 2016–17 and comparatively in 2015–16.

**2016–17**

POSITION (DATE RESIGNED IF APPLICABLE)	SHORT-TERM EMPLOYEE BENEFITS		LONG-TERM EMPLOYEE EXPENSES	POST EMPLOYMENT EXPENSES	TERMINATION BENEFITS	TOTAL EXPENSES
	MONETARY EXPENSES	NON- MONETARY BENEFITS				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Director-General</b>	295	4	6	37		<b>342</b>
<b>Deputy Director-General</b> <i>Infrastructure and Coordination</i>	197		4	21		<b>222</b>
<b>Deputy Director-General</b> <i>Culture, Social and Economic Policy</i> <i>(ceased 28/10/2016)</i>	97	2	1	8		<b>108</b>
<b>Deputy Director-General</b> <i>Culture and Economic Participation</i> <i>(from 31/10/2016)</i>	135	4	3	11		<b>153</b>
<b>Deputy Director-General</b> <i>Policy (from 6/3/2017)</i>	85		1	8		<b>94</b>
<b>Executive Director</b> <i>Corporate Services</i> <i>(12/12/16 to 4/5/2017)</i>	86		2	9	39	<b>135</b>
<b>Acting Executive Director</b> <i>Corporate Services</i> <i>(13/4/2017 to 30/6/2017)</i>	38		1	4		<b>42</b>
<b>Chief Finance Officer</b>	139		3	17		<b>158</b>

Some backfilling arrangements have been excluded on the basis of being immaterial in relation to the time spent in the role.

**2015–16**

POSITION	SHORT-TERM EMPLOYEE EXPENSES		LONG-TERM EMPLOYEE EXPENSES	POST EMPLOYMENT EXPENSES	TERMINATION BENEFITS	TOTAL EXPENSES
	MONETARY EXPENSES	NON- MONETARY BENEFITS				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Director-General</b>	303	5	7	24		<b>339</b>
<b>Deputy Director-General</b> <i>Infrastructure and Coordination</i>	27		1	2		<b>30</b>
<b>Deputy Director-General</b> <i>Economic Participation</i>	217	7	5	22		<b>251</b>
<b>Deputy Director-General</b> <i>Policy</i>	252	5	6	24		<b>287</b>
<b>Executive Director</b> <i>Remote Indigenous Land and</i> <i>Infrastructure Program Office</i>	198	1	5	18		<b>222</b>
<b>Acting Executive Director</b> <i>Corporate and Client Services</i> <i>(ceased 20 October 2015)</i>	141		2	6	62	<b>211</b>
<b>Chief Finance Officer</b>	139		3	17		<b>159</b>

**5. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES AND RELATED PARTY TRANSACTIONS (CONTINUED)****Performance payments**

No Key Management personnel remuneration packages provide for performance or bonus payments.

**Related Party Disclosures**

There have been no transactions with people or entities related to Key Management personnel of the department during 2016–17.

**Transactions with other Queensland Government-controlled entities**

The department's primary ongoing sources of funding from Government for its services are appropriation revenue (Note 2) provided in cash via Queensland Treasury.

The department paid Queensland Government Statisticians Office \$0.394 million for the provision of data.

The department received Grants Revenue from the Department of Housing and Public Works of \$10.71 million for Infrastructure development related works in remote and discrete Aboriginal and Torres Strait Island communities.

The department received a range of corporate services, including Information Services, from the Department of Communities, Child Safety and Disability Services on a fee for service basis of \$1.71 million.

The Department of Natural Resources and Mines provided services in relation to the Cape York Peninsula Tenure Resolution program of \$0.476 million.

The Department of National Parks, Sports and Racing contributed \$1.41 million towards expenditure on the Cape York Peninsula Tenure Resolution Program.

The department received human resources, finance and information technology services from the Department of Science, Information Technology and Innovation on a fee for service basis of \$1.04 million.

The department received accommodation services from the Department of Housing and Public Works of \$4.9 million.

	2017 \$'000	2016 RESTATED \$'000
<b>6. SUPPLIES AND SERVICES</b>		
Service procurement	5,394	3,829
Professional and technical fees	5,286	7,306
Operating lease rentals	3,307	3,143
Outsourced corporate services	2,900	2,505
Travel	1,352	1,171
Property operational costs	964	770
Administration costs	869	913
Telecommunications	510	376
Repairs and maintenance	292	300
Minor plant and equipment	111	278
Computer operating costs	86	159
Consultancies	28	3
Other	320	274
<b>Total</b>	<b>21,419</b>	<b>21,027</b>
<b>7. GRANTS</b>		
Grants – capital	10,667	14,532
Grants – operating	6,391	5,889
Sponsorships	174	84
<b>Total</b>	<b>17,231</b>	<b>20,505</b>
<b>8. OTHER EXPENSES</b>		
Deferred appropriation payable to Consolidated Fund *	1,913	36
External audit fees **	118	183
Insurance premiums	63	64
Loss on disposal of non-current assets	26	3
Other expenses	4	1
<b>Total</b>	<b>2,123</b>	<b>287</b>

\* Refer to Note 2 for details.

\*\* The Auditor-General of Queensland is the department's external auditor. Total external audit fees relating to the 2016–17 financial statements are estimated to be \$0.150 million (GST exclusive) (2016 \$0.150 million). There are no non-audit services included in this amount.

## 9. DISCONTINUED OPERATIONS

The department's Retail Stores operation merged with Community Enterprise Queensland (CEQ) effective 1 May 2017. The net assets of the Retail Stores, including cash, receivables, inventories, fixtures and fittings, payables and accrued employee benefits transferred to CEQ at this date. The department retained ownership of land and building assets.

The Retail Stores operations up to 30 April 2017 are classified as discontinued operations and specific disclosures are required in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*.

In the Statement of Comprehensive Income, transactions related to the Retail Stores are not included in the Income from Continuing Operations and Expenses from Continuing Operations, other than depreciation expenses for the building assets retained by the department. 2016 values been correspondingly restated.

Details related to discontinued operations and the restatement of 2016 income and expenses for discontinued and continuing operations are below.

	2017	2016		
	DISCONTINUED OPERATIONS	TOTAL DEPARTMENT	DISCONTINUED OPERATIONS	CONTINUING OPERATIONS
	\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>				
Appropriation revenue	–	52,299	–	52,299
Sale of goods	23,594	27,875	27,875	–
Grants and other contributions	–	22,106	–	22,106
Other revenue	152	369	304	65
	<b>23,746</b>	<b>102,649</b>	<b>28,179</b>	<b>74,470</b>
<b>EXPENSES</b>				
Employee expenses	4,157	35,114	4,324	30,790
Supplies and services	1,916	23,277	2,250	21,027
Grants	6	20,519	14	20,505
Depreciation and amortisation	474	1,321	568	753
Inventory expenses	16,319	18,649	18,649	–
Other expenses	18,624	407	121	286
	<b>41,496</b>	<b>99,287</b>	<b>25,925</b>	<b>73,362</b>
<b>Operating result</b>	<b>(17,750)</b>	<b>3,362</b>	<b>2,254</b>	<b>1,108</b>

The Operating Result from Discontinued Operations has been disclosed separately in the Statement of Comprehensive Income.

	2017
<b>CASH FLOWS FROM DISCONTINUED OPERATIONS</b>	
Net cash from operating activities	1,142
Net cash transferred	(11,699)
<b>Net cash outflows</b>	<b>(10,557)</b>
<b>EFFECT OF TRANSFER ON THE FINANCIAL POSITION OF THE DEPARTMENT</b>	
Cash at bank and on hand	(11,699)
Receivables	(624)
Inventories	(2,673)
Property, plant and equipment	(4,181)
Payables	632
Accrued employee benefits	52
<b>Net assets and liabilities</b>	<b>(18,494)</b>



	2017 \$'000	2016 \$'000
<b>10. RECEIVABLES</b>		
CURRENT		
Trade and other debtors	1,823	3,370
Less: allowance for impairment loss	–	(1)
	<b>1,823</b>	<b>3,369</b>
GST input tax credits receivable	505	329
GST payable	(24)	–
	<b>481</b>	<b>329</b>
Appropriation revenue receivable	–	504
Annual leave reimbursements	486	522
Long service leave reimbursements	164	168
<b>Total</b>	<b>2,954</b>	<b>4,892</b>
Trade debtors are recognised at the nominal amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days of invoice date.		
<b>11. PROPERTY, PLANT AND EQUIPMENT</b>		
LAND: AT FAIR VALUE *		
Gross	1,535	1,635
BUILDINGS: AT FAIR VALUE *		
Gross	29,063	28,942
Less: accumulated depreciation	(13,806)	(14,515)
	<b>15,257</b>	<b>14,427</b>
PLANT AND EQUIPMENT: AT COST**		
Gross	1,516	11,012
Less: accumulated depreciation	(731)	(5,691)
	<b>785</b>	<b>5,321</b>
WORK IN PROGRESS: AT COST **	–	204
<b>Total</b>	<b>17,577</b>	<b>21,587</b>

\* Refer to Note 1(d) to 1(h) for further information on these assets.

\*\* The department has plant and equipment with an original cost of \$0.007 million (2016 \$1.152 million) and a written down value of zero still being used in the provision of services.

## 11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

## PROPERTY, PLANT AND EQUIPMENT RECONCILIATION

	LAND \$'000	BUILDINGS \$'000	PLANT AND EQUIPMENT \$'000	CAPITAL WORKS IN PROGRESS \$'000	TOTAL \$'000
Carrying amount at 1 July 2016	1,635	14,427	5,321	204	<b>21,587</b>
Acquisitions	–	112	147	161	<b>420</b>
Disposals	–	–	(25)	–	<b>(25)</b>
Transfers to other Government entities	(100)	–	(4,524)	(131)	<b>(4,755)</b>
Transfers between asset classes	–	189	19	(234)	<b>(26)</b>
Revaluation increments/(decrements)	–	1,037	–	–	<b>1,037</b>
Depreciation	–	(508)	(153)	–	<b>(661)</b>
<b>Carrying amount at 30 June 2017</b>	<b>1,535</b>	<b>15,257</b>	<b>785</b>	<b>–</b>	<b>17,577</b>
Carrying amount at 1 July 2015	1,635	14,813	5,184	337	<b>21,969</b>
Acquisitions	–	–	190	733	<b>923</b>
Disposals	–	–	(28)	(1)	<b>(29)</b>
Transfers between asset classes	–	117	749	(865)	<b>1</b>
Depreciation*	–	(503)	(774)	–	<b>(1,277)</b>
<b>Carrying amount at 30 June 2016*</b>	<b>1,635</b>	<b>14,427</b>	<b>5,321</b>	<b>204</b>	<b>21,587</b>

\* 2015–16 has not been restated for discontinued operations, refer Note 9.

	2017 \$'000	2016 \$'000
<b>12. PAYABLES</b>		
Grants payable	3,719	3,447
Deferred appropriation payable to Consolidated Fund	1,913	–
Trade creditors	1,226	2,644
Other	17	142
<b>Total</b>	<b>6,875</b>	<b>6,233</b>

Trade creditors, are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase price. Amounts owing are unsecured and are settled according to individual vendor's terms which are generally 7, 15 or 30 days.

## 13. ACCRUED EMPLOYEE BENEFITS

Annual leave levy payable	777	723
Wages and salaries payable	574	635
Long service leave levy payable	155	164
<b>Total</b>	<b>1,506</b>	<b>1,522</b>

	LAND \$'000	BUILDINGS \$'000	TOTAL \$'000
<b>14. ASSET REVALUATION SURPLUS BY CLASS</b>			
Carrying amount at 1 July 2015	941	3,063	4,004
Carrying amount at 30 June 2016	941	3,063	4,004
Carrying amount at 1 July 2016	941	3,063	4,004
Net revaluation increments	–	1,037	1,037
Carrying amount at 30 June 2017	<b>941</b>	<b>4,100</b>	<b>5,041</b>

	2017 \$'000	2016 \$'000
<b>15. RECONCILIATION OF OPERATING RESULT TO NET CASH FROM OPERATING ACTIVITIES</b>		
Operating result for the year	(13,468)	3,362
Depreciation and amortisation expense	1,171	1,321
Loss on disposal of non-current assets	26	3
Net assets transferred to Qld govt entity	19,177	–
Liabilities transferred to Qld govt entity	(683)	–
CHANGE IN ASSETS AND LIABILITIES:		
(Increase) decrease in GST input tax credits receivable	(176)	639
(Increase) decrease in receivables	1,708	(684)
(Increase) decrease in inventories	185	63
(Increase) decrease in other assets	(69)	108
Increase (decrease) in accounts payable	912	(1,840)
Increase (decrease) in GST payable	146	(127)
Increase (decrease) in accrued employee benefits	77	323
<b>Net cash from operating activities</b>	<b>9,005</b>	<b>3,168</b>

**16. COMMITMENTS FOR EXPENDITURE****(a) Non-cancellable operating lease commitments**

The department's leases are classified as operating leases. The leases are for office accommodation and storage facilities. Lease payments are subject to periodic market value or indexed increases. Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

• No later than one year	2,959	995
• Later than one year and no later than five years	10,534	1,972
• Later than five years	26,942	1,247
<b>Total</b>	<b>40,435</b>	<b>4,214</b>

	2017	2016
	\$'000	\$'000

## 16. COMMITMENTS FOR EXPENDITURE (CONTINUED)

Operating leases are entered into mainly for office accommodation and associated car parking.

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/s. No purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

### (b) Capital expenditure commitments

Material classes of capital expenditure commitments (inclusive of non-recoverable GST input tax credits), contracted for at reporting date but not recognised in the accounts are payable:

#### PLANT AND EQUIPMENT

• No later than one year	–	338
<b>Total</b>	<b>–</b>	<b>338</b>

### (c) Grants expenditure commitments

Grants commitments (inclusive of non-recoverable GST input tax credits) the department has committed to provide at 30 June but not recognised in the accounts are payable:

• No later than one year	4,012	11,666
• Later than one year and no later than five years	28	–
<b>Total</b>	<b>4,040</b>	<b>11,666</b>

### (d) Other expenditure commitments

Other expenditure (inclusive of non-recoverable GST input tax credits) committed at the end of the year but not recognised in the accounts are payable:

• No later than one year	3,374	6,070
• Later than one year and no later than five years	–	67
<b>Total</b>	<b>3,374</b>	<b>6,137</b>

## 17. CONTINGENCIES

The department has no material contingent liabilities at 30 June 2017.

## 18. FINANCIAL INSTRUMENTS

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

### (a) Categories of financial instruments

CATEGORY	NOTE		
<b>FINANCIAL ASSETS</b>			
Cash at bank and on hand		16,887	19,978
Receivables	10	2,954	4,892
<b>Total financial assets</b>		<b>19,841</b>	<b>24,870</b>
<b>FINANCIAL LIABILITIES</b>			
Payables	12	6,875	6,233
<b>Total financial liabilities</b>		<b>6,875</b>	<b>6,233</b>

## 18. FINANCIAL INSTRUMENTS (CONTINUED)

**(b) Liquidity risk**

Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities. The department is exposed to liquidity risk in respect of its payables, in that the department needs to be able to pay these amounts when they fall due.

The department manages liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that levels of cash are held within the bank account to match the expected duration of the various employee and supplier liabilities.

The following table sets out the financial liabilities held by the department and the contractual maturity of these based on undiscounted cash flows at reporting date.

FINANCIAL LIABILITIES	NOTE	PAYABLE			TOTAL \$'000
		< 1 YEAR \$'000	1 – 5 YEARS \$'000	> 5 YEARS \$'000	
Payables 2017	12	6,875	–	–	<b>6,875</b>
Payables 2016	12	6,233	–	–	<b>6,233</b>

**(c) Credit risk exposure**

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any allowances for impairment.

No collateral is held as security and no credit enhancements relate to financial assets held by the department. To minimise credit risk, timely monitoring and management of overdue accounts is conducted, including prompt follow-up of outstanding debts with letters and telephone calls.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

Ageing of past due but not impaired financial assets are disclosed in the following table:

FINANCIAL ASSETS PAST DUE BUT NOT IMPAIRED	NOTE	2017 OVERDUE				TOTAL \$'000
		LESS THAN 30 DAYS \$'000	30 – 60 DAYS \$'000	61 – 90 DAYS \$'000	MORE THAN 90 DAYS \$'000	
Receivables 2017	10	2,923	–	2	29	<b>2,954</b>
Receivables 2016	10	3,696	1,121	–	75	<b>4,892</b>

**(d) Fair value**

The carrying amount of the department's receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

	2017	2016
	\$'000	\$'000

#### 19. SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. It has responsibility for administering those activities and related transactions and balances efficiently and effectively.

##### ADMINISTERED INCOME

Appropriation revenue	12,316	12,544
Grants and other contributions	900	2,700
Interest revenue	–	6
<b>Total administered income</b>	<b>13,216</b>	<b>15,250</b>

##### ADMINISTERED EXPENSES

Grants*	14,117	14,344
<b>Operating surplus (deficit)</b>	<b>(901)</b>	<b>906</b>

##### ADMINISTERED ASSETS

Cash	101	1,101
Receivables	–	1
<b>Total assets</b>	<b>101</b>	<b>1,102</b>

##### ADMINISTERED LIABILITIES

Payables	–	100
<b>Total liabilities</b>	<b>–</b>	<b>100</b>
<b>Net administered assets</b>	<b>101</b>	<b>1,002</b>

##### ADMINISTERED EQUITY

Contributed equity	66	66
Accumulated surplus	35	936
<b>Total administered equity</b>	<b>101</b>	<b>1,002</b>

##### \* GRANTS

Western Cape Communities Co-existence Agreement	10,060	10,318
Family Responsibilities Commission	4,057	4,026
<b>Total</b>	<b>14,117</b>	<b>14,344</b>

#### 20. RECONCILIATION OF PAYMENTS FROM CONSOLIDATED FUND TO ADMINISTERED INCOME

Budgeted appropriation	12,571	9,935
Transfer from appropriation revenue, refer to Note 2	–	2,861
Lapsed appropriation	(255)	–
<b>Total administered receipts</b>	<b>12,316</b>	<b>12,796</b>
Less: Opening balance of appropriation revenue receivable	–	(252)
<b>Administered appropriation revenue recognised in Note 19</b>	<b>12,316</b>	<b>12,544</b>

	VARIANCE NOTES	BUDGET 2017 \$'000	ACTUALS 2017 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
<b>21. BUDGET TO ACTUAL COMPARISON</b>					
<b>CONTROLLED INCOME STATEMENT:</b>					
INCOME					
Appropriation revenue	1	74,467	61,958	(12,509)	-17%
User charges and fees	2	28,656	23,594	(5,062)	-18%
Grants and other contributions	3	11,514	15,972	4,458	39%
Interest and other revenue		670	735	65	10%
<b>Total income</b>		<b>115,307</b>	<b>102,259</b>	<b>(13,048)</b>	<b>-11%</b>
EXPENSES					
Employee expenses		36,814	36,918	104	0%
Supplies and services	4	66,440	39,654	(26,786)	-40%
Grants	5	12,682	17,237	4,555	36%
Depreciation and amortisation		1,388	1,171	(217)	-16%
Other expenses	6	299	20,747	20,448	6839%
<b>Total expenses</b>		<b>117,623</b>	<b>115,727</b>	<b>(1,896)</b>	<b>-2%</b>
<b>Operating surplus (defecit)</b>		<b>(2,316)</b>	<b>(13,468)</b>	<b>(11,152)</b>	<b>482%</b>
<b>CONTROLLED BALANCE SHEET :</b>					
CURRENT ASSETS					
Cash assets		17,372	16,887	(485)	-3%
Receivables	7	4,847	2,954	(1,893)	-39%
Inventories	7	2,987	-	(2,987)	-100%
Other current assets		108	69	(39)	-36%
<b>Total current assets</b>		<b>25,314</b>	<b>19,910</b>	<b>(5,404)</b>	<b>-21%</b>
NON-CURRENT ASSETS					
Property, plant and equipment	8	24,140	17,577	(6,563)	-27%
Intangible assets		58	185	127	219%
<b>Total non-current assets</b>		<b>24,198</b>	<b>17,762</b>	<b>(6,436)</b>	<b>-27%</b>
<b>Total assets</b>		<b>49,512</b>	<b>37,672</b>	<b>(11,840)</b>	<b>-24%</b>
CURRENT LIABILITIES					
Payables		7,396	6,875	(521)	-7%
Accrued employee benefits	7	1,199	1,506	307	26%
<b>Total current liabilities</b>		<b>8,595</b>	<b>8,381</b>	<b>(214)</b>	<b>-2%</b>
<b>Total liabilities</b>		<b>8,595</b>	<b>8,381</b>	<b>(214)</b>	<b>-2%</b>
<b>Net assets</b>		<b>40,917</b>	<b>29,291</b>	<b>(11,626)</b>	<b>-28%</b>
<b>Total equity</b>		<b>40,917</b>	<b>29,291</b>	<b>(11,626)</b>	<b>-28%</b>

## 21. BUDGET TO ACTUAL COMPARISON (CONTINUED)

	VARIANCE NOTES	BUDGET 2017 \$'000	ACTUALS 2017 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
<b>CONTROLLED CASH FLOW STATEMENT :</b>					
CASH FLOWS FROM OPERATING ACTIVITIES					
INFLOWS:					
Appropriation receipts	1	74,467	62,462	(12,005)	-16%
User charges and fees	2	28,656	23,396	(5,260)	-18%
Grants and other contributions	3	11,514	16,544	5,030	44%
Interest receipts		120	101	(19)	-16%
Other	9	550	6,462	5,912	>100%
OUTFLOWS:					
Employee expenses		(36,814)	(37,025)	(211)	1%
Supplies and services	4	(66,440)	(38,783)	27,657	-42%
Grants and subsidies	5	(12,682)	(16,582)	(3,900)	31%
Other	10	(299)	(7,571)	(7,272)	>100%
<b>Net cash provided by (used in) operating activities</b>		<b>(928)</b>	<b>9,005</b>	<b>9,933</b>	<b>-1070%</b>
CASH FLOW FROM INVESTING ACTIVITIES					
OUTFLOWS:					
Payments for property, plant and equipment	11	(3,820)	(397)	3,423	-90%
<b>Net cash provided by (used in) investing activities</b>		<b>(3,820)</b>	<b>(397)</b>	<b>3,423</b>	<b>-90%</b>
CASH FLOWS FROM FINANCING ACTIVITIES					
INFLOWS:					
Equity injection	11	3,000	–	(3,000)	-100%
<b>Net cash provided by (used in) financing activities</b>		<b>3,000</b>	<b>–</b>	<b>(3,000)</b>	<b>-100%</b>
Cash at bank and on hand at beginning of financial year		19,120	19,978	858	4%
Net increase (decrease) in cash at bank and on hand		(1,748)	8,608	10,356	>100%
(Decrease) in cash and cash equivalents from restructuring		–	(11,699)	(11,699)	>100%
<b>Cash at bank and on hand at end of financial year</b>		<b>17,372</b>	<b>16,887</b>	<b>(485)</b>	<b>-3%</b>



## 21. BUDGET TO ACTUAL COMPARISON (CONTINUED)

	VARIANCE NOTES	BUDGET 2017 \$'000	ACTUALS 2017 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
<b>ADMINISTERED ITEMS:</b>					
ADMINISTERED INCOME					
Appropriation revenue		12,571	12,316	(255)	-2%
Grants and other contributions	12	1,800	900	(900)	-50%
ADMINISTERED EXPENSES					
Grants		14,371	14,117	(254)	2%
<b>Total administered operating result</b>	<b>–</b>	<b>(901)</b>	<b>(901)</b>	<b>&gt;100%</b>	<b>&gt;100%</b>
ADMINISTERED ASSETS					
Cash at bank		100	101	1	1%
<b>Total administered assets</b>		<b>100</b>	<b>101</b>	<b>1</b>	<b>1%</b>
<b>Total administered equity</b>		<b>100</b>	<b>101</b>	<b>1</b>	<b>1%</b>

A budget vs actual comparison and explanations of major variances has not been included for the Statement of Changes in Equity, as major variances relating to that statement have been addressed in explanations of major variances for other statements.

**BUDGET VS ACTUAL COMPARISON – EXPLANATIONS OF MAJOR VARIANCES**

## CONTROLLED ITEMS

- The decrease in appropriation revenue includes: funding deferred to future years of \$3.3 million for the Cape York Peninsula Tenure Resolution Program as timing of project expenditure is dependent upon the completion of complex negotiations; \$1.3 million deferred for Remote Indigenous Land and Infrastructure Program Office activities and \$1 million in savings reallocated to 2017-18 to fund culture and reconciliation initiatives. The decrease also includes carryover of \$7.4 million for payments from the \$21 million Reparations Scheme. The original budget assumed the majority of expenditure of this \$21 million program to be expended by 2016-17 which due to the volume and complexity of claims has not occurred.
- The decrease in user charges and fees is due to the transfer of the department's Retail Stores operations to Community Enterprise Queensland effective 1 May 2017.
- The increase in grants and other contributions mainly relates to the scheduling of National Partnership Agreement on Remote Indigenous Housing funding provided through the Department of Housing and Public Works from 2016-17 to 2017-18 and new funding received for land and infrastructure development related works during the year.
- The decrease in supplies and services reflects: the reclassification of Reparation payments to the grants expense category (\$12 million); the transfer of the department's Retail Stores operations to Community Enterprise Queensland effective 1 May 2017 (\$4.5 million); funding deferrals for the Cape York Peninsula Tenure Resolution Program (\$3.3 million), Remote Indigenous Land and Infrastructure Program Office (\$1.3 million) and for culture and reconciliation initiatives in 2017-18 (\$1 million); and other smaller budget reclassifications and deferrals.
- The increase in grants mainly reflects the reclassification of Reparations payments (\$5.5 million spent) originally budgeted for in supplies and services offset by minor underspends in capital grant projects managed by the Remote Indigenous Land and Infrastructure Program Office.
- The increase in other expenses includes the \$18.5 million transfer of Retail Stores net assets (other than land and buildings) to Community Enterprise Queensland effective 1 May 2017 and deferred appropriation expense payable at the end of the year of \$1.9 million for deferrals for a number of programs, the main project being the refurbishment of the Three Rivers Community Centre in Aurukun in line with progress of these works.
- The decrease in receivables, inventories and payables is primarily due to the transfer of the department's Retail Stores operations and net assets (other than land and buildings) to Community Enterprise Queensland effective 1 May 2017.
- The decrease in property, plant and equipment reflects transfer of Retail Stores fixtures and fittings (budgeted at \$3.5 million) to Community Enterprise Queensland as part of the merger and \$3 million budgeted for land acquisitions related to the Cape York Peninsula Tenure Resolution Program planned in 2016-17 now expected to be completed in 2017-18.

**21. BUDGET TO ACTUAL COMPARISON (CONTINUED)**

9. The increase in other operating inflows includes \$6 million in GST input tax credits received from the Australian Taxation Office and GST collected from suppliers not included in the budget.
10. The increase in other operating outflows includes \$6 million in GST paid to suppliers and remitted to the Australian Taxation Office not included in the budget.
11. The decrease in payments for property, plant and equipment is primarily due to \$3 million allocated for land acquisitions related to the Cape York Peninsula Tenure Resolution Program in 2016–17 now expected to be completed in 2017–18. This is also reflected in a corresponding decrease in the equity injection.

## ADMINISTERED ITEMS

12. The decrease in grants and other contributions revenue is due to the advanced receipt in 2015–16 of part of the Commonwealth Government's 2016–17 contribution to the operating costs of the Family Responsibilities Commission.

# CERTIFICATE OF THE DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS

These general purpose financial statements have been prepared pursuant to section 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 section 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 Aboriginal and Torres Strait Islander Partnerships 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.

.....  
**Colleen Orange B.Bus FCPA**  
 Chief Finance Officer

Department of Aboriginal and Torres Strait Islander  
 Partnerships

28 August 2017

.....  
**Clare O'Connor BA MA**  
 Director-General

Department of Aboriginal and Torres Strait Islander  
 Partnerships

28 August 2017

# INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Aboriginal and Torres Strait Islander Partnerships

## Report on the audit of the financial report

### Opinion

I have audited the accompanying financial report of the Department of Aboriginal and Torres Strait Islander Partnerships.

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 statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity, statement of cash flows and 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 Buildings (\$15.257 million as at 30 June 2017)

Refer to note 1(e) and 11 in the financial report.

KEY AUDIT MATTER	HOW MY AUDIT ADDRESSED THE KEY AUDIT MATTER
<p>Department of Aboriginal and Torres Strait Partnership specialised buildings were measured at fair value at balance date using the current replacement cost method.</p> <p>The Department performed a comprehensive revaluation of 75.5% of the building assets in 2017 with the indexation applying to the remainder of the building assets.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> <li>• gross replacement cost, less</li> <li>• accumulated depreciation.</li> </ul> <p>The department derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>• identifying the components of buildings with separately identifiable replacement costs (known as unit rate categories)</li> <li>• developing a unit rate for each of these components, including: <ul style="list-style-type: none"> <li>– estimating the current cost for a modern substitute (including locality factors and oncosts), expressed as a rate per unit</li> <li>– 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.</li> </ul> </li> <li>• indexing unit rates for subsequent increases in input costs</li> <li>• forecasting the remaining useful lives of assets.</li> </ul> <p>The measurement of accumulated depreciation involved significant judgements for:</p> <ul style="list-style-type: none"> <li>• estimating residual values</li> <li>• forecasting the remaining useful lives of assets.</li> </ul>	<p>My procedures for the valuation of Buildings included, but were not limited to:</p> <ul style="list-style-type: none"> <li>• Assessing management’s controls over the valuation process</li> <li>• Assessing the appropriateness of the building components used for measuring gross replacement cost with reference to asset management plans, the unit costs of its recent projects, and common industry practices.</li> <li>• For unit rates: <ul style="list-style-type: none"> <li>– assessing the competence, capability and objectivity of the experts used by the department</li> <li>– obtaining an understanding of the methodology used, and assessing its appropriateness with reference to common industry practices</li> <li>– for buildings comprehensively revalued in the current year, evaluating on a sample basis the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> <li>▪ modern substitute (including locality factors and oncosts)</li> <li>▪ adjustment for excess utility or obsolescence</li> </ul> </li> <li>– for buildings revalued through indexation, recalculating the index with reference to the current year’s comprehensive revaluations.</li> </ul> </li> <li>• Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> <li>– reviewing management’s annual assessment of useful lives</li> <li>– assessing that no component still in use has reached or exceeded its useful life</li> <li>– reviewing for consistency with asset management plans, and enquiring of management about whether these plans remain current.</li> </ul> </li> <li>• Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.</li> </ul>

### 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.
- (a) 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

## IN THIS SECTION...

Acronyms	90
Glossary	91
Appendix 1: Our legislation	93
Appendix 2: Service Delivery Statements	94
Appendix 3: Profile of DATSIP Board Members	97
Appendix 4: DATSIP Boards and Committees	98
Public availability of report	104
Contact details	105



# ACRONYMS

<b>ACC</b>	Agency Consultative Committee
<b>AMPs</b>	Alcohol Management Plans
<b>ANZSOG</b>	Australia and New Zealand School of Government
<b>AO</b>	Order of Australia
<b>ARC</b>	Audit and Risk Committee
<b>CCTV</b>	Closed-circuit television
<b>CEO</b>	Chief Executive Officer
<b>CEQ</b>	Community Enterprise Queensland
<b>CRM</b>	Customer Relationship Management
<b>CYPAL</b>	Cape York Peninsula Aboriginal land
<b>CYPTRP</b>	Cape York Peninsula Tenure Resolution Program
<b>DATSIP</b>	Department of Aboriginal and Torres Strait Islander Partnerships
<b>DCCSDS</b>	Department of Communities, Child Safety and Disability Services
<b>ECAD</b>	Executive Capability Assessment and Development
<b>EMPA</b>	Executive Master of Public Administration
<b>EOS</b>	Employee Opinion Survey
<b>FBT</b>	Fringe Benefits Tax
<b>FRC</b>	Family Responsibilities Commission
<b>FTE</b>	Full-time Equivalent
<b>GIS</b>	Geographic Information System
<b>GST</b>	Goods and Services Tax
<b>IACS</b>	Internal Audit and Compliance Services
<b>IBIS</b>	Islanders Board of Industry and Service
<b>ICT</b>	Information and Communications Technology

<b>IIB</b>	Island Industries Board
<b>ILUA</b>	Indigenous Land Use Agreement
<b>MOHRI</b>	Minimum Obligatory Human Resources Information
<b>MOU</b>	Memorandum of Understanding
<b>MP</b>	Member of Parliament
<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>NDIS</b>	National Disability Insurance Scheme
<b>NPRH</b>	National Partnership on Remote Housing
<b>OAM</b>	Order of Australia Medal
<b>PCYC</b>	Police-Citizens Youth Club
<b>QATSIF</b>	Queensland Aboriginal and Torres Strait Islander Foundation
<b>QC</b>	Queen's Counsel
<b>QPC</b>	Queensland Productivity Commission
<b>QRU</b>	Queensland Rugby Union
<b>QUT</b>	Queensland University of Technology
<b>RILIPO</b>	Remote Indigenous Land and Infrastructure Program Office
<b>SES</b>	Senior Executive Service
<b>SO</b>	Senior Officer
<b>STEPS</b>	Supervisors for Tomorrow in Every Position and Stream
<b>TIPT</b>	Telstra IP Telephony
<b>TONC</b>	Traditional Owner Negotiation Committee
<b>VoIP</b>	Voice over Internet Protocol
<b>YEP</b>	Youth Employment Program

# GLOSSARY

<b>Aboriginal and Torres Strait Islander Cultural Capability Framework</b>	<p>Cultural capability is the integration of knowledge about individuals and groups of people into specific standards, policies, practices and attitudes to produce better outcomes for Aboriginal people and Torres Strait Islander people. It is demonstrated through knowledge, skills and behaviours.</p> <p>The Aboriginal and Torres Strait Islander Cultural Capability Framework is underpinned by five principles: valuing culture, leadership and accountability, building cultural capability to improve economic participation, Aboriginal and Torres Strait Islander engagement and stronger partnerships, and culturally responsive systems and services.</p> <p>The framework is the foundation document that underpins all Queensland Government actions aimed at ensuring Aboriginal and Torres Strait Islander Queenslanders enjoy the same opportunities—economic, education, health, housing and social—as non-Indigenous Queenslanders. It underpins the way we do business so we can ensure all Aboriginal and Torres Strait Islander Queenslanders can share equally in the future of our great state.</p>
<b>Alcohol Management Plans (AMPs)</b>	<p>Alcohol Management Plans (AMPs) are in place in 19 discrete Aboriginal and Torres Strait Islander communities across Queensland and are designed to reduce alcohol misuse and harm and improve community wellbeing. AMPs are tailored to each community but all contain strategies to reduce the supply of and demand for alcohol.</p>
<b>Cape York Peninsula Tenure Resolution Program</b>	<p>The Cape York Peninsula Tenure Resolution Program delivers economic opportunities to Aboriginal people and protects the Cape York region’s iconic natural areas and cultural heritage by transferring state-owned land to Aboriginal ownership and establishing joint management of national parks.</p> <p>This program also provides practical support to Aboriginal corporations and land trusts to assist them to develop effective governance, land management capability and economic activities.</p>
<b>Closing the Gap</b>	<p>A commitment by all Australian Governments to work towards a better future for Aboriginal people and Torres Strait Islander people. It aims to close the gap of Aboriginal and Torres Strait Islander disadvantage in areas such as life expectancy, health, housing, education and employment.</p>
<b>Co-design</b>	<p>Co-design is an approach to design attempting to actively involve all stakeholders in the design process to help ensure the result meets their needs and is usable.</p>
<b>Co-led</b>	<p>Co-led refers to leading together—taking a joint lead—one of a group of equals who jointly take lead roles.</p>
<b>Cultural heritage</b>	<p>Aboriginal and Torres Strait Islander cultural heritage is anything that is a significant Aboriginal or Torres Strait Islander area or object in Queensland, or evidence of archaeological or historical significance of Aboriginal and Torres Strait Islander occupation of an area in Queensland.</p>
<b>Discrete Indigenous community</b>	<p>This term refers to the following 19 Aboriginal and Torres Strait Islander communities: Aurukun, Bamaga, Cherbourg, Doomadgee, Hope Vale, Injinoo, Kowanyama, Lockhart River, Mornington Island, Mapoon, Napranum, New Mapoon, Palm Island, Pormpuraaw, Seisia, Umagico, Woorabinda, Wujal Wujal and Yarrabah.</p>

<b>Family Responsibilities Commission (FRC)</b>	The Family Responsibilities Commission is a statutory body, established under the Family Responsibilities Commission Act 2008, to support the establishment of local Aboriginal and Torres Strait Islander authority and the restoration of social norms in the Welfare Reform communities of Coen, Hope Vale, Mossman Gorge, Aurukun and Doomadgee.
<b>Island Industries Board (IIB)</b>	The Island Industries Board operates 17 retail stores in the Torres Strait under the trading name of the Islanders Board of Industry and Service. It aims to deliver goods and services on a sustainable basis, including healthy food choices, at the lowest possible prices to the communities of the Northern Peninsula Area and Torres Strait.
<b>Indigenous Land Use Agreements (ILUA)</b>	An Indigenous Land Use Agreement (ILUA) is a voluntary, legally binding agreement about the use and management of land or waters, made between one or more Native Title groups and others (such as miners, pastoralists or governments). ILUAs provide for social and economic benefits such as 40-year social-housing leases and 99-year home-ownership leases for residential purposes, construction of social housing, leases for commercial purposes, state infrastructure, local-council infrastructure and Future Act for freeholding of land.
<b>Land Use Planning Schemes</b>	Planning Schemes provide Aboriginal councils and Torres Strait Island councils with information to underpin decisions about the sustainable use of the community's land.
<b>National Aborigines and Islanders Day Observance Committee (NAIDOC)</b>	National Aborigines and Islanders Day Observance Committee (NAIDOC) Week is recognised nationwide in the first full week of July. It is a time to celebrate Aboriginal and Torres Strait Islander cultures and an opportunity to recognise the contributions that Indigenous Australians make to our country and our society.
<b>National Partnership Agreements</b>	National Partnership Agreements are agreements between the Commonwealth of Australia and state and territory governments. The agreements contain the objectives, outcomes, outputs and performance indicators, and clarify the roles and responsibilities that will guide the Commonwealth and states in the delivery of services across the relevant sectors.
<b>Native Title</b>	Native Title is the recognition by Australian law that some Indigenous people have rights and interests to their land that derive from traditional laws and customs.
<b>Remote Indigenous Land and Infrastructure Program</b>	Established in July 2009, the Remote Indigenous Land and Infrastructure Program leads the cross-agency coordination required to ensure the efficient delivery of extensive capital-works programs in the 16 Indigenous local-authority areas in Queensland, and aims to remove barriers to economic and social development by addressing land planning and tenure issues.
<b>Reparations Scheme</b>	The Reparations Scheme addresses the issue of Aboriginal and Torres Strait Islander Queenslanders whose wages and savings were controlled by previous governments and includes establishing a special Taskforce to develop the eligibility criteria.
<b>Retail Stores</b>	Retail Stores operated in six remote Aboriginal and Torres Strait Islander communities on Doomadgee, Kowanyama, Lockhart River, Palm Island, Pormpuraaw and Woorabinda to provide a supermarket range of foodstuffs and drinks; a range of whitegoods, furniture, bedding, manchester and drapery; mobile phones and phone credit; power cards and fuel (diesel, unleaded petrol and domestic gas cylinders); and a range of small household and hardware items (varies per store location).
<b>Welfare Reform</b>	<p>Welfare Reform is a partnership between the Queensland Government and Australian Government, the Cape York Institute and the communities of Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge.</p> <p>The department has a key role in leading Queensland's Welfare Reform program to support families and individuals to improve their lives by re-building social norms and re-establishing local authority for Aboriginal people and Torres Strait Islander people living in Welfare Reform communities.</p>

## APPENDIX 1: OUR LEGISLATION

The functions and powers of the Department of Aboriginal and Torres Strait Islander Partnerships are derived from administering the following Acts of Parliament, in accordance with *Administrative Arrangements Order (No.2)* 2017:

ACT	STATUTORY OBJECTIVE
<p><b><i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i></b></p> <p>(except to the extent administered by the Attorney-General and Minister for Justice and Minister for Training and Skills – Part 4, sections 18–25); (sections 4, 8, 64–67, 70 and 71, jointly administered with the Attorney-General and Minister for Justice and Minister for Training and Skills)</p>	<p>This Act addresses a number of issues impacting on Aboriginal and Torres Strait Islander communities, including the establishment of Community Justice Groups, the establishment of Community Police Officers, entry to trust areas, the regulation of alcohol possession and consumption in community areas, and the establishment of the Island Industries Board. This Act works with the <i>Liquor Act 1992</i> and the <i>Police Powers and Responsibilities Act 2000</i>.</p>
<p><b><i>Aboriginal Cultural Heritage Act 2003</i></b></p>	<p>The main objective of this Act is to provide effective recognition, protection and conservation of Aboriginal cultural heritage.</p>
<p><b><i>Torres Strait Islander Cultural Heritage Act 2003</i></b></p>	<p>The main objective of this Act is to provide effective recognition, protection and conservation of Torres Strait Islander cultural heritage.</p>
<p><b><i>Aboriginal Land Act 1991</i></b></p> <p>(to the extent that it is relevant to the transfer of land as Aboriginal land prior to the dedication of national parks (Cape York Peninsula Aboriginal land) under the <i>Nature Conservation Act 1992</i> and associated transfers of land as Aboriginal land)</p>	<p>The main objective of this Act is to amend the <i>Aboriginal Land Regulation 2011</i> to declare an area of available state land as transferable land.</p>
<p><b><i>Land Act 1994</i></b></p> <p>(to the extent that it is relevant to dealing with land associated with the dedication of national parks (Cape York Peninsula Aboriginal land) under the <i>Nature Conservation Act 1992</i>, associated transfers of land as Aboriginal land and actions agreed in Indigenous Land Use Agreements for those lands)</p>	<p>The objective of this Act requires land administered under the Act to be managed for the benefit of the people of Queensland by having regard to seven principles. These principles are: sustainability, evaluation, development, community purpose, protection, consultation and administration.</p>
<p><b><i>Family Responsibilities Commission Act 2008</i></b></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> <li>(a) support the restoration of socially responsible standards of behaviour and local authority in Welfare Reform community areas</li> <li>(b) help people in Welfare Reform community areas to resume primary responsibility for the wellbeing of their community and the individuals and families of the community.</li> </ul> <p>The objectives are achieved primarily through the operation of the Family Responsibilities Commission.</p>

## APPENDIX 2: SERVICE DELIVERY STATEMENTS

### 2016–17 Performance Statement

The following section provides details of the Department of Aboriginal and Torres Strait Islander Partnerships' performance against the 2016–17 Budget Paper No. 5—Service Delivery Statements as at 30 June 2017, including results against annual targets.

### Economic Participation

#### Service area objective

To increase the economic participation of Aboriginal people and Torres Strait Islander people.

#### Service area description

This service area aims to increase the economic participation of Aboriginal people and Torres Strait Islander people in the Queensland economy by delivering policies, programs and services that result in Aboriginal people and Torres Strait Islander people entering and actively participating in the workforce and having more opportunities to secure businesses, to own land and to own their homes.

This includes brokering employment opportunities in various industry sectors, assisting aspiring Aboriginal and Torres Strait Islander home owners to move towards home ownership, improving business opportunities, and transferring identified state-owned lands and national parks to formal Aboriginal ownership.

DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS	NOTES	2016–17 TARGET/ESTIMATE	2016–17 ESTIMATED ACTUAL	2016–17 ACTUAL
<b>SERVICE AREA: ECONOMIC PARTICIPATION</b>				
<b>Service standards</b>	1,2	500	1000	1074
<i>Effectiveness measures</i>				
Number of jobs for Aboriginal people and Torres Strait Islander people facilitated by DATSIP				
Percentage of Aboriginal and Torres Strait Islander people successfully employed three months after placement	3	50%	77%	77.6%
Number of houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities	4,5	22	22	22
Number of Aboriginal and Torres Strait Islander businesses securing government procurement	6	100	225	385
Value of government procurement from Aboriginal and Torres Strait Islander businesses	7	\$40 million	\$172 million	\$270 million
Number of hectares of State land and national parks transferred to Traditional Owners in Cape York Peninsula	8,9	273,609 ha	374,352 ha	315,572 ha
<i>Efficiency measure</i>				
	10			

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## Notes

1. This measure identifies the number of jobs that have been facilitated for Aboriginal people and Torres Strait Islander people through the Economic Participation Program. This program, which is delivered across the state, aims to increase the participation of Aboriginal and Torres Strait Islander Queenslanders in employment by facilitating jobs that are full-time, part-time or casual, as well as apprenticeships. The calculation of this measure is based on the total number of jobs where the individual has met the employment criteria.
  2. The increase in the number of jobs facilitated during 2016–17 is due to favourable market conditions and networks built by departmental staff. It is also a recognition of the extent to which the agency has been proactive in developing the skills and capabilities of its people to design and implement economic programs. Whilst we have taken a balanced and uniform approach to steadily raising the number of jobs facilitated over time, it also takes account of professional development opportunities achieved by our people.
  3. This new measure identifies the proportion of Aboriginal people and Torres Strait Islander people who remain in employment for three months after initial placement.
  4. This measure relates to those houses the department directly facilitated by working with government and non-government stakeholders and targeted communities to remove land tenure and legal roadblocks to home ownership, making land available for housing by surveying boundaries and providing infrastructure to enable the Department of Housing and Public Works to commence construction of new houses. Houses are deemed to be made available for ownership after Native Title has been addressed, the lot survey has been completed and registered, the Land Trustee has approved the home-ownership application, and all development approvals have been approved by the council.
  5. Targeted communities include: Aurukun, Cherbourg, Doomadgee, Hope Vale, Kowanyama, Lockhart River, Mapoon, Mornington Island, Napranum, Northern Peninsula Area (five communities), Palm Island, Pormpuraaw, Yarrabah, Woorabinda, Wujal Wujal, Torres Strait Islands (15 islands), Coen and Mossman Gorge.
  6. This measure assesses the department's progress in growing the number of Aboriginal and Torres Strait Islander businesses that have secured government procurement. The department links Aboriginal and Torres Strait Islander businesses with QTender government opportunities and facilitates workshops that provide Aboriginal and Torres Strait Islander businesses with practical advice on how to tender for Queensland Government business.
  7. This measure assesses the department's progress in increasing the value of government procurement from Aboriginal and Torres Strait Islander businesses. This measure is based on the value of Queensland Government procurement from known Aboriginal and Torres Strait Islander businesses and not-for-profit organisations, where the department has identified and linked Aboriginal and Torres Strait Islander businesses to government procurement opportunities.
  8. This measure relates to assessing the number of hectares of state-owned land and national parks that have been transferred to Aboriginal ownership in order to provide Aboriginal people and Torres Strait Islander people with opportunities for economic development through business opportunities and involvement in land management. It is dependent on reaching agreement with the Native Title parties concerned.
  9. Delays in negotiations involving major dealings for the transfer of state land and national parks to Traditional Owners beyond the department's control were experienced during 2015–16. A review of the priority dealings which can realistically be concluded, assuming Traditional Owners' agreement, was undertaken in developing the Target/Estimate for 2016–17.
  10. An efficiency measure is being developed and will be included in a future Service Delivery Statement.
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## Community Participation

### Service area objective

To improve the community participation of Aboriginal people and Torres Strait Islander people.

### Service area description

This service area aims to improve the community participation of Aboriginal people and Torres Strait Islander people by delivering policies and programs that result in greater social cohesion, connected communities and more inclusive communities that value other cultures and Queensland's cultural heritage. This includes the administration of cultural heritage legislation and the support of non-government organisations to deliver programs that strengthen communities.

DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS	NOTES	2016-17 TARGET/ESTIMATE	2016-17 ESTIMATED ACTUAL	2016-17 ACTUAL
<b>SERVICE AREA: COMMUNITY PARTICIPATION</b>				
<i>Effectiveness measure</i>				
Percentage of people participating in National Aborigines and Islanders Day Observance Committee (NAIDOC) events who believe that the event enhanced their appreciation for Aboriginal and Torres Strait Islander cultures	1	95%	89%	88.9%
<i>Efficiency measures</i>				
Average cost per cultural heritage search request processed	2	\$50	\$40	\$33
Average cost per community and personal histories request processed	3	\$3,000	\$4,000	\$3,305

#### Notes

1. This measure assesses the enhanced community appreciation for Aboriginal and Torres Strait Islander cultures through a survey of participants at NAIDOC Week events.
2. This measure assesses the efficiency of the department's cultural-heritage search request processes. The cost per search request processed calculation is based on staffing costs and the costs related to providing and maintaining the Cultural Heritage Database system.
3. This measure assesses the efficiency of the department's community and personal histories request processes. The cost per service request calculation is based on staffing and report production expenses. The increase in the cost of community and personal histories search requests is due to the higher than anticipated number of search requests during the year

## APPENDIX 3: PROFILE OF DATSIP BOARD MEMBERS

as at 30 June 2017

NAME	ROLE	PROFILE
<b>Clare O'Connor</b>	Director-General <i>(Chair)</i>	<p>Ms O'Connor was appointed as the Director-General, Aboriginal and Torres Strait Islander Partnerships on 20 July 2015. Ms O'Connor is responsible for the efficient, effective and economic administration of the department.</p> <p>Ms O'Connor holds a Bachelor of Arts and a Master of Arts Public Sector Leadership (Policy).</p>
<b>Tammy Williams</b>	Deputy Director-General Policy <i>(Member)</i>	<p>Ms Williams is responsible for developing, leading and driving the development and implementation of social policy, strategic initiatives and programs to deliver on government priorities.</p> <p>Ms Williams holds a Bachelor of Laws.</p>
<b>Helena Wright</b>	Deputy Director-General Culture and Economic Participation <i>(Member)</i>	<p>Ms Wright is responsible for high-level leadership by working collaboratively with internal and external stakeholders to improve employment and business development opportunities for Aboriginal and Torres Strait Islander Queenslanders.</p> <p>Ms Wright holds a Bachelor of Arts (Criminology and Criminal Justice).</p>
<b>Allen Cunneen OAM</b>	Deputy Director-General Infrastructure and Coordination <i>(Member)</i>	<p>Mr Cunneen is responsible for coordinating the planning and implementation of Queensland Government infrastructure investment and delivering economic and community participation outcomes for Aboriginal and Torres Strait Islander communities and individuals in North Queensland, Far North Queensland and Torres Regions.</p>
<b>Lidia Loane</b>	A/Executive Director Corporate Services <i>(Member)</i>	<p>Ms Loane was appointed as Acting Executive Director, Corporate Services in April 2017. Ms Loane is responsible for the delivery of corporate services including human resources, strategy, governance, performance measurement, risk management, business continuity management, financial management, communications, executive services and Ministerial liaison.</p> <p>Ms Loane holds a Bachelor of Education, Masters of Education (Honours) and a Master of Business Administration.</p>
<b>Colleen Orange</b>	Chief Finance Officer Financial Services <i>(Member)</i>	<p>Ms Orange is responsible for providing financial services that support the department's delivery of services to Aboriginal and Torres Strait Islander Queenslanders, as well as meeting its legislative reporting and financial accountability obligations.</p> <p>Ms Orange holds a Bachelor of Business (Accountancy), and is a Fellow, CPA Australia.</p>



## APPENDIX 4: DATSIP BOARDS AND COMMITTEES

DATSIP BOARD	
<b>Roles and responsibilities</b>	<p>The purpose of the DATSIP Board is to:</p> <ul style="list-style-type: none"> <li>• provide strategic direction to the department</li> <li>• strategically manage the department’s human resources, finances, performance and risk</li> <li>• oversee the department’s strategic programs and projects.</li> </ul>
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair)</li> <li>• Deputy Director-General, Culture and Economic Participation (Member)</li> <li>• Deputy Director-General, Policy (Member)</li> <li>• Deputy Director-General, Infrastructure and Coordination (Member)</li> <li>• Senior Executive Director, Special Projects (Invitee)</li> <li>• Chief Finance Officer (Member)</li> <li>• Executive Director, Corporate Services (Member)</li> <li>• Two invited DATSIP staff members on a rotational representation (Invitees).</li> </ul>
<b>Meeting frequency</b>	The DATSIP Board meets bi-monthly. The DATSIP Board met five times during 2016–17.
EXECUTIVE LEADERSHIP TEAM	
<b>Roles and responsibilities</b>	The Executive Leadership Team has responsibility for managing the critical and emerging tactical and operational issues that impact on the department and its functions.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair)</li> <li>• Deputy Director-General, Culture and Economic Participation (Member)</li> <li>• Deputy Director-General, Infrastructure and Coordination (Member)</li> <li>• Deputy Director-General, Policy (Member)</li> <li>• Senior Executive Director, Special Projects, DATSIP (Member)</li> <li>• Executive Director, Policy (Member)</li> <li>• Executive Director, Economic Participation (Member)</li> <li>• Executive Director, Infrastructure and Coordination (Member)</li> <li>• Executive Director, Corporate Services (Member)</li> <li>• Chief Finance Officer, Finance Services (Member)</li> <li>• Principal Executive Officer, Office of the Director-General, DATSIP (Invitee).</li> </ul>
<b>Meeting frequency</b>	The Executive Leadership Team meets fortnightly, not including the week that the DATSIP Board is scheduled to meet. The ELT Board met 16 times during 2016–17.

## EXECUTIVE LEADERSHIP TEAM BUDGET MEETING

<b>Roles and responsibilities</b>	The Executive Leadership Team (ELT) is responsible for managing the critical and emerging tactical and operational issues that impact on the department and its functions. This ELT meeting focuses on budget matters
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<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair)</li> <li>• Deputy Director-General, Culture and Economic Participation (Member)</li> <li>• Deputy Director-General, Infrastructure and Coordination (Member)</li> <li>• Deputy Director-General, Policy (Member)</li> <li>• Senior Executive Director, Special Projects, DATSIP (Member)</li> <li>• Executive Director, Policy (Member)</li> <li>• Executive Director, Economic Participation (Member)</li> <li>• Executive Director, Infrastructure and Coordination (Member)</li> <li>• Executive Director, Corporate Services (Member)</li> <li>• Chief Finance Officer, Finance Services (Member)</li> <li>• Principal Executive Officer, Office of the Director-General, DATSIP (Invitee).</li> </ul>
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<b>Meeting frequency</b>	The Executive Leadership Team Budget meeting meets monthly.
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## DATSIP REGIONAL SERVICE DELIVERY FORUM

<b>Roles and responsibilities</b>	The DATSIP Regional Service Delivery Forum is responsible for managing emerging business and operational issues that impact on regional service delivery. The Forum ensures the integration of programs, policy and regional activities internally and across government.
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<b>Membership</b>	<ul style="list-style-type: none"> <li>• Deputy Director-General, Culture and Economic Participation, DATSIP (Chair)</li> <li>• Deputy Director-General, Infrastructure and Coordination, DATSIP (Co-Chair)</li> <li>• Deputy Director-General, Policy, DATSIP (Member)</li> <li>• Executive Director, Economic Participation, DATSIP (Member)</li> <li>• Executive Director, Infrastructure and Coordination, DATSIP (Member)</li> <li>• Senior Director, Employment, Industry Engagement and Procurement, DATSIP (Member)</li> <li>• Regional Director, Torres Strait, DATSIP (Member)</li> <li>• Regional Director, Far North Queensland, DATSIP (Member)</li> <li>• Regional Director, North Queensland, DATSIP (Member)</li> <li>• Regional Director, Central Queensland, DATSIP (Member)</li> <li>• Regional Director, South East Queensland (North) Region, DATSIP (Member)</li> <li>• Regional Director, South East Queensland (South) Region, DATSIP (Member)</li> <li>• Regional Director, South West Queensland, DATSIP (Member).</li> </ul>
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<b>Meeting frequency</b>	The DATSIP Regional Service Delivery Forum meets for two days every two months. The forum met five times during 2016–17.
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WOMEN IN LEADERSHIP STEERING COMMITTEE	
<b>Roles and responsibilities</b>	The Women in Leadership Steering Committee is responsible for driving the implementation of the Women in Leadership Program in order to improve the career progression of women at all levels in DATSIP, and address the specific career needs of the department's Aboriginal and Torres Strait Islander women.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Regional Director, South East Queensland (South) Region, DATSIP (Co-Chair)</li> <li>• Senior Project Officer, Central Queensland Region, Hervey Bay, DATSIP (Co-Chair)</li> <li>• Manager, Policy, DATSIP (Member)</li> <li>• Principal Project Officer, Far North Queensland Region, DATSIP (Member)</li> <li>• Cultural Heritage Coordinator, Townsville, DATSIP (Member)</li> <li>• Senior Project Officer, South West Queensland Region DATSIP (Member)</li> <li>• Senior Project Officer, South East Queensland (North) Region, DATSIP (Member)</li> <li>• Project Officer, North Queensland Region, DATSIP (Member)</li> <li>• Project Officer, North Queensland Region, DATSIP (Member)</li> <li>• Administration Officer, Central Queensland Region, DATSIP (Member)</li> <li>• Senior Advisor, Cultural Heritage, DATSIP (Member)</li> <li>• Administration Officer, Office of the Director-General, DATSIP (Member).</li> </ul> <p>The Director-General may attend all meetings as an invitee as required.</p>
<b>Meeting frequency</b>	The Women in Leadership Steering Committee meets monthly. The steering committee met five times during 2016–17.
ICT STEERING COMMITTEE	
<b>Roles and responsibilities</b>	The ICT Steering Committee provides ICT strategic direction to DATSIP and ensures the investment in new information-management and ICT projects is aligned with the departmental and whole-of-government priorities.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Executive Director, Corporate Services, DATSIP (Chair)</li> <li>• Chief Finance Officer, DATSIP (Member)</li> <li>• Regional Director, North Queensland Region, DATSIP (Member)</li> <li>• Senior Architecture Consultant (Networks), Queensland Government Chief Information Office (QGCI) (Member)</li> <li>• Director, Cultural Heritage Unit, DATSIP (Member)</li> <li>• Director, Economic Policy, DATSIP (Member)</li> <li>• Manager, Internal Audit Unit, Department of Communities Child Safety and Disability Services (Invitee).</li> <li>• Manager, Information and Communication Technology, DATSIP (Invitee).</li> </ul>
<b>Meeting frequency</b>	The ICT Steering Committee meets bi-monthly and during 2016–17, the committee met five times.

## AUDIT AND RISK COMMITTEE

<b>Roles and responsibilities</b>	The primary role of the Audit and Risk Committee (ARC) is to provide independent assurance and assistance to the Director-General and DATSIP Board on the department's risk, control and compliance frameworks, and to assist in the discharge of the Director-General's financial-management responsibilities imposed under the <i>Financial Accountability Act 2009</i> , <i>Financial Accountability Regulation 2009</i> and the <i>Financial and Performance Management Standard 2009</i> .
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**Membership****Committee Members**

- Director, Internal Audit, Department of Housing and Public Works (External Member) (Chair)
- Chief Finance Officer, Department of National Parks, Sport and Racing (External Member)
- Deputy Director-General, Culture and Economic Participation, DATSIP (Member)
- Deputy Director-General, Infrastructure and Coordination, DATSIP (Member)
- Deputy Director-General, Policy, DATSIP (Member)
- Chief Operating Officer, DATSIP (Member)

**Special Non-Voting Member**

- Director-General, DATSIP

**Non-Voting Members**

- Head of Internal Audit and Compliance Services, Department of Communities, Child Safety and Disability Services
- Chief Finance Officer, DATSIP
- Queensland Audit Office (Engagement Leader, Manager and/or Team Leader)
- Manager, Governance, Planning and Reporting, Corporate Services, DATSIP

**Meeting frequency**

The Audit and Risk Committee meets three times each financial year with an additional meeting scheduled in August to approve annual financial statements. During 2016–17 the committee met three times.

## RETAIL STORES BOARD

<b>Roles and responsibilities</b>	The function of the Retail Stores Board is to take responsibility for the business and policy issues associated with the Retail Stores. The Retail Stores Board reports to the DATSIP Board.
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**Membership**

- Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair)
- Deputy Director-General, Infrastructure and Coordination (Member)
- Chief Finance Officer (Member)
- Director, Retail Stores (Member)
- Senior Executive Director, Special Projects (Invitee).

**Meeting frequency**

The Retail Stores Board meets quarterly and during 2016–17 met four times.

AGENCY CONSULTATIVE COMMITTEE	
<b>Roles and responsibilities</b>	The purpose of the Agency Consultative Committee (ACC) is to facilitate meaningful consultation between the department's executive management and the unions on matters arising under the State Government's Certified Agreement 2015 and/or subsequent Certified Agreements, as well as matters that otherwise impact or may impact upon the workforce of DATSIP. The ACC reports directly to the Director-General, DATSIP.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Executive Director, Corporate Services, DATSIP (Chair)</li> <li>• Manager, Human Resources, DATSIP</li> <li>• Deputy Director-General, Culture and Economic Participation, DATSIP (Member)</li> <li>• Deputy Director-General, Infrastructure and Coordination, DATSIP (Member)</li> <li>• Deputy Director-General, Policy, DATSIP (Member)</li> <li>• Staff representatives of Together Queensland Union of Employees (Members)</li> <li>• Official representative of Together Queensland Union of Employees (Member).</li> </ul>
<b>Meeting frequency</b>	The Agency Consultative Committee meets monthly and during 2016–17 met four times.
WELFARE REFORM ADVISORY BOARD	
<b>Roles and responsibilities</b>	The purpose of the Welfare Reform Advisory Board is to assist the Welfare Reform partners (the Queensland Government, Commonwealth Government and Cape York Institute) by providing strategic and innovative advice on Welfare Reform policy and program design, policy across the four streams of Welfare Reform (economic opportunity, social responsibility, education and housing) and product and service design in Welfare Reform communities.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Aboriginal and Torres Strait Islander Partnerships (Chair)</li> <li>• First Assistant Secretary, Department of the Prime Minister and Cabinet (Member)</li> <li>• Executive General Manager, Cape Operations, Cape York Partnership (Member).</li> </ul>
<b>Meeting frequency</b>	The Welfare Reform Advisory Board meets quarterly and during 2016–17 met four times.
FAMILY RESPONSIBILITIES BOARD	
<b>Roles and responsibilities</b>	The purpose of the Family Responsibilities Board (FR Board) is to give advice and make recommendations to the Minister for Aboriginal and Torres Strait Islander Partnerships about the operation of the Family Responsibilities Commission.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Aboriginal and Torres Strait Islander Partnerships</li> <li>• Mr Troy Sloan, First Assistant Secretary, Indigenous Affairs, Department of the Prime Minister and Cabinet, Commonwealth Government;</li> <li>• Mr Noel Pearson, Founder, Cape York Institute.</li> </ul>
<b>Meeting frequency</b>	A board meeting must be held at least once in every six months, with the duration of meetings determined by the Chair.

REMOTE INDIGENOUS LAND AND INFRASTRUCTURE PROGRAM OFFICE BOARD	
<b>Role, function and responsibilities</b>	As the key decision-making body within the governance model of the Remote Indigenous Land and Infrastructure Program Office (Program Office), the Remote Indigenous Land and Infrastructure Program Office Board oversees the progress of the development and implementation of program deliverables.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) (Chair)</li> <li>• Director-General, Department of State Development (Member)</li> <li>• Director-General, Department of Natural Resources and Mines (Member)</li> <li>• Director-General, Department of Housing and Public Works (Member)</li> <li>• Director-General, Department of Infrastructure, Local Government and Planning (Member)</li> <li>• Manager, Office of Indigenous Affairs, Department of the Prime Minister and Cabinet (Member)</li> <li>• Deputy Director-General, Infrastructure and Coordination, DATSIP (Member)</li> <li>• Executive Director, Remote Indigenous Land and Infrastructure Program Office, DATSIP (Member)</li> <li>• Executive Director, Department of the Premier and Cabinet (Member)</li> <li>• Membership of the program board can be changed at the discretion of the Chair.</li> </ul> <p>When Program Partnership Board meetings are convened (every third meeting), membership will be extended to include the Mayors of three Aboriginal and Torres Strait Islander councils. The Mayors invited to meetings can change at the discretion of the Chair.</p>
<b>Meeting frequency</b>	<p>The Remote Indigenous Land and Infrastructure Program Office Board meets for two hours on a quarterly basis.</p> <p>Every third meeting is a Partnership Board meeting. Participants can participate in person or via teleconference. During 2016–17 the RILIPO Board met twice.</p>

# PUBLIC AVAILABILITY OF REPORT

This annual report is available at [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au)

## Further enquiries

For enquiries or further information about this report:

**Telephone:** 13 QGOV (13 74 68)

**Email:** [enquiries@datsip.qld.gov.au](mailto:enquiries@datsip.qld.gov.au)

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# CONTACT DETAILS

## Department of Aboriginal and Torres Strait Islander Partnerships

Level 9  
1 William Street  
BRISBANE QLD 4000

PO Box 15397  
CITY EAST QLD 4002

**Phone:** 13 QGOV (13 74 68)  
**Email:** [enquiries@datsip.qld.gov.au](mailto:enquiries@datsip.qld.gov.au)  
**Web:** [www.datsip.qld.gov.au](http://www.datsip.qld.gov.au)

## Online information

Additional 2016–17 performance information in relation to the following topics is available through the Queensland Government Open Data website ([www.qld.gov.au/data](http://www.qld.gov.au/data)):

- Consultancies
- Overseas travel.

## We value your feedback

Your feedback about this annual report is valuable and helps us to continually improve our reports. To provide your feedback on this report please visit the *Get Involved* website ([www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback)).

The Department of Aboriginal and Torres Strait Islander Partnerships' Annual Report has been printed to environmentally responsible paper, under the ISO 14001 environmental management system.

