

ANNUAL REPORT

2015–2016

Department of Aboriginal and
Torres Strait Islander Partnerships



Queensland
Government

Achievements in 2015-16

17,000



cultural heritage search requests were completed

282

Aboriginal and Torres Strait Islander businesses secured **\$170+ million** in Queensland Government procurement contracts

Exceeded our target of \$64 million



Facilitated

22

procurement and business development workshops

to increase the capacity of Indigenous businesses to successfully tender for government and private sector contracts



Brokered

3

agreements with industry

to increase Aboriginal and Torres Strait Islander economic participation in resources and tourism

1,021

jobs facilitated for Aboriginal and Torres Strait Islander job seekers



Exceeded our target of 400 jobs



Supported both employers and employees resulting in

78.4 %

Aboriginal people and Torres Strait Islander people being successfully employed three months after placement

22

houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities



Referred

268

Aboriginal and Torres Strait Islander Queenslanders to **employment and business skills development programs**



Exceeded our target of 57 referrals

Completed innovation projects



These projects were:

- ▶ The Aboriginal and Torres Strait Islander Cultural Heritage Online Portal
- ▶ Employment Memoranda of Understanding
- ▶ Business proficiency-building workshops
- ▶ Talk Up Training
- ▶ YEP CRM System.



97%

of people surveyed at NAIDOC events believe the events **enhanced their appreciation** for Aboriginal and Torres Strait Islander cultures

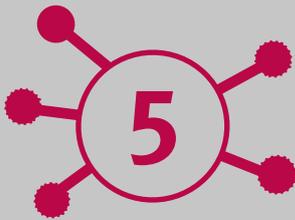
Led the implementation of the whole-of-government **Aboriginal and Torres Strait Islander Cultural Capability Framework**



Connected **821**

Aboriginal people and Torres Strait Islander people to their **community and family histories**

Delivered Queensland's **Welfare Reform** to assist



communities to restore social norms and re-establish local authority

Provided quality retailing services in

6

discrete communities through the Retail Stores



A turnover of **\$27.9 million** and a profit of **\$1.8 million**



\$5.265 million

in reparations for stolen wages and savings paid to eligible **Aboriginal and Torres Strait Islander claimants**



Supported more than

65

National Aborigines and Islanders Day Observance Committee (NAIDOC) events across the state to **promote Aboriginal and Torres Strait Islander history, cultures and achievements**

Co-led with other government departments and non-government partners the **Aboriginal and Torres Strait Islander Child Protection Service Reform Project**



Led whole-of-government efforts in implementing the **National Indigenous Reform Agreement** to close the gap in life outcomes



Director-General's message

I am pleased to present the Department of Aboriginal and Torres Strait Islander Partnerships' Annual Report for 2015–16.

At the outset, I would like to thank our strategic partners and my departmental staff for their hard work and considerable contribution to improving the economic and community participation outcomes for Aboriginal and Torres Strait Islander Queenslanders during the past year.

The 2015–16 financial year has been a very productive year for our department. We have strengthened our economic participation strategies and introduced significant policy reforms to drive our community participation agenda. We have translated our strategy into actions that will bring us closer to our vision of Aboriginal people and Torres Strait Islander people fully participating in Queensland's vibrant economic, social and cultural life, as detailed in our 2015–19 Strategic Plan.

Our challenges

Our department is dedicated to addressing the challenges of social and economic disadvantage in the areas of health, income, jobs, housing, education and community safety. It is important to develop and strengthen our strategies in the areas of: justice; urban and regional development; and economic participation, with a particular focus on employment, procurement and business partnerships. These significant initiatives focus on closing the gap through targeted Aboriginal and Torres Strait Islander reforms.

Our achievements in 2015–16

Economic participation program

As part of our economic participation program, we implemented a range of initiatives which resulted in the following key achievements:

- ▶ facilitated 1,021 jobs for Aboriginal people and Torres Strait Islander people, significantly exceeding our target of 400 jobs
- ▶ achieved a retention rate of 78.4 per cent where Aboriginal people and Torres Strait Islander people remained successfully employed three months after placement, as a result of the post-placement support provided by the department

- ▶ referred 268 Aboriginal and Torres Strait Islander Queenslanders to employment and business skills development programs, significantly exceeding our annual target of 57
- ▶ facilitated the participation of 307 local businesses and 447 participants in 22 procurement and business development workshops across the state
- ▶ secured over \$170 million of the government's procurement spend for Aboriginal and Torres Strait Islander businesses, significantly exceeding the target of \$64 million.

This year has seen the department lead the development of whole-of-government employment targets for Aboriginal and Torres Strait Islander Queenslanders. We also strengthened our partnerships with key industry bodies through the development of three Memoranda of Understanding to increase Aboriginal and Torres Strait Islander economic participation in the resources and tourism sectors.

Policy reforms

During the year, we led, co-led and contributed to key policy reforms and further strengthened our partnerships with Aboriginal and Torres Strait Islander communities, to improve outcomes for our customers. This involved:

- ▶ working with the Queensland Government and non-government partners in leading the Aboriginal and Torres Strait Islander Child Protection Service Reform Project
- ▶ supporting the development of a Queensland Government response to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report
- ▶ leading whole-of-government reforms in implementing the National Indigenous Reform Agreement to close the gap in life outcomes for Aboriginal and Torres Strait Islander Queenslanders
- ▶ establishing the Youth Sexual Violence and Abuse Steering Committee to support changes, that are driven by the community and underpinned by deep and meaningful engagement, especially with the young people in the communities of Aurukun and West Cairns.

Reparations

We established the Reparations Taskforce, chaired by Mick Gooda, to lead consultations across the state and map the way forward for the Reparations Scheme. By 30 June 2016, a total of \$5.265 million was paid in reparations since the commencement of the program on 18 December 2015.

Ministerial and Government Champions

Over the past year, our department supported the Treasurer in establishing the Ministerial Champions Program. Each Minister in the State Government Cabinet was assigned unique responsibility for a discrete Aboriginal and Torres Strait Islander community in Queensland to improve communications with government and drive better outcomes.

The Ministerial Champions Program builds on the existing Queensland Government Champions Program, where Directors-General and other heads of government agencies work in partnership with discrete communities to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders. The Ministerial and Queensland Government Champions Programs provide communities with a greater level of individual attention to address their particular needs.

I am very proud to serve as the Government Champion for Cherbourg. I also have a role for all other communities in the state and for leading the strategic issues resolution for the program.

Our people

To further build the capability of our staff and support the achievement of our diversity targets, we focused our efforts on three key programs: the Women in Leadership Program, the White Ribbon Program and the Leadership and Management Development Program.

Over the past year, we:

- ▶ re-designed and implemented the Women in Leadership Program. The Program aims to improve the career progression of women at all levels of the department and address the specific career needs of Aboriginal and Torres Strait Islander women
- ▶ became the first government department in Queensland to achieve accreditation as a White Ribbon Workplace
- ▶ completed five innovation projects, which exceeded our annual innovation target of four projects
- ▶ intensified our focus on leadership and management development resulting in 81 aspiring leaders within the department benefiting from our programs.

Our future directions

We received more than \$40 million in additional funding over four years in the 2016–17 State Budget to boost the social and economic participation of Aboriginal and Torres Strait Islander Queenslanders. This funding boost is part of the Queensland Government's ongoing commitment to increasing job and training opportunities for Aboriginal and Torres Strait Islander Queenslanders and growing emerging Indigenous businesses. Funding has also been provided for the Queensland Government's response to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report for Aboriginal people and Torres Strait Islander people and to administer the \$21 million Reparations for Stolen Wages and Savings program.

Over the coming year, we will work closely with our strategic partners to make a real and positive difference in the lives of Aboriginal and Torres Strait Islander Queenslanders.



Clare O'Connor
Director-General

Letter of transmittal




Department of
Aboriginal and
Torres Strait Islander
Partnerships

21 September 2016

The Honourable Curtis Pitt MP
Treasurer
Minister for Aboriginal and Torres Strait Islander Partnerships
Minister for Sport

Level 9, Executive Building
100 George Street
BRISBANE QLD 4000

Dear Minister

I am pleased to present the Department of Aboriginal and Torres Strait Islander Partnerships' Annual Report 2015–16, including the financial statements.

I certify that this annual report complies with:

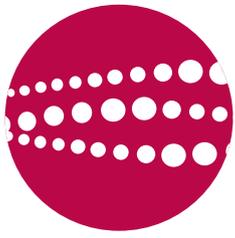
- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- the detailed requirements set out in the annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be accessed at www.datsip.qld.gov.au.

Yours sincerely



Clare O'Connor
Director-General
Department of Aboriginal and Torres Strait Islander Partnerships



Contents



01	The year in review	1
02	About our department	4
	Our vision, purpose and values	5
	– Our vision	5
	– Our purpose	5
	– Our values	5
	Our role	6
	Our services	6
	– Working with our customers and partners	6
	– Services to our customers	7
	– Where our services are located	9
	– Regions and service centres	10
	– Our social and economic operating environment	11
	– Managing risks and capitalising on opportunities	11
	Our governance	12
	– Our Minister	12
	– Our governing legislation	12
	– Our organisational structure	12
	– Our leaders	14
	– Our strategy	16
03	Our economic participation outcomes	17
	Economic participation – strategic overview	18
	Economic participation – what we achieved	19
	– Our highlights	19
	– Objective: More jobs and career opportunities	19
	– Objective: Build in-demand skills	29
	– Objective: Grow emerging businesses and increase home and land ownership	30
	– Future directions	33
04	Our community participation outcomes	34
	Community participation – strategic overview	35
	Community participation – what we achieved	36
	– Our highlights	36
	– Objective: Support connected communities	37
	– Retail Stores: DATSIP in the heart of remote communities	39
	– Objective: Strengthen social cohesion	41
	– Objective: Support communities to value cultures and heritage	49
	– Future directions	51
05	Know our customer communities and build partnerships	52
	Know our customer communities and build partnerships – strategic overview	53
	Know our customer communities and build partnerships – what we achieved	54
	– Our highlights	54
	– Future directions	57



06	Creating a capable, agile and innovative organisation	58
	Our people – strategic overview	59
	Our people – what we achieved	60
	– Our highlights	60
	– Learning and development	61
	– Leadership and management	61
	– Innovation and continuous improvement	64
	– Staff engagement	68
	– Workforce planning and performance	68
	– Managing our performance	70
	– Workplace health, safety and wellbeing	70
	– Workforce profile	71
	– Future directions	75
	Our corporate governance – strategic overview	76
	Our corporate governance – what we achieved	77
	– Governance and decision-making bodies	78
	– Aligning the organisation to strategy	80
	– Corporate planning and performance	81
	– Future directions	83
07	Our financial performance	84
	– Our highlights	85
	– Our performance	85
	– Income received	85
	– Expenses incurred	86
	– Expenditure comparison to last year	86
	– Positive financial position in 2015–16	87
	– Assets held	87
	– Liabilities and equity	88
	– Administered items	88
08	Financial statements	89
	Notes to and forming part of the financial statements 2015–16	95
	Certificate of the Department of Aboriginal and Torres Strait Islander Partnerships	116
	Independent Auditor's report	117
09	Appendices	119
	Acronyms	120
	Glossary	121
	Appendix 1: Our legislation	123
	Appendix 2: Service Delivery Statements	124
	Appendix 3: Profile of DATSIP Board Members	126
	Appendix 4: DATSIP Boards and Committees	127
	Public availability of report	135
	Contact details	136

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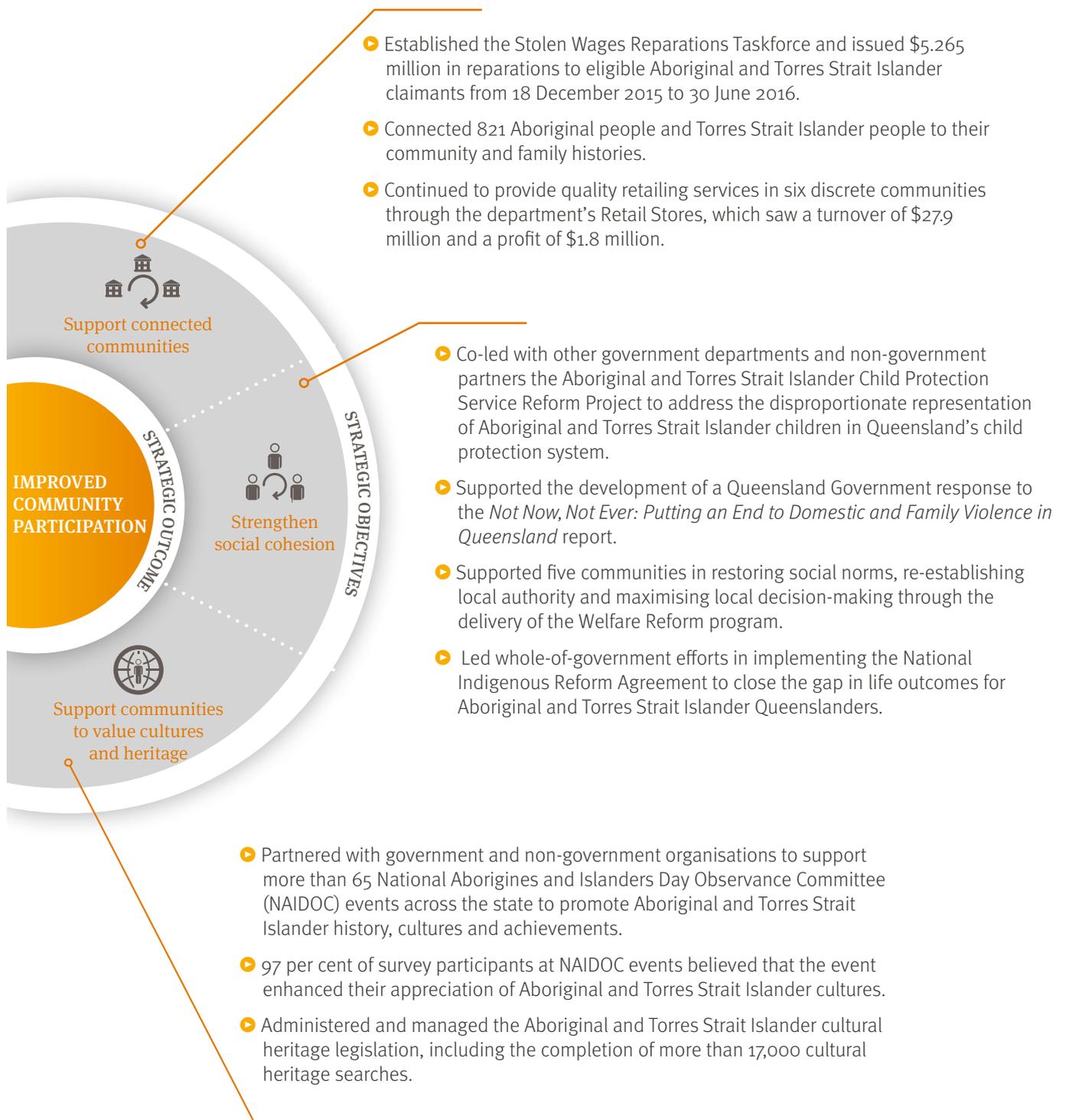
The year in review



What we achieved in 2015–16



What we achieved in 2015–16 continued...



What we achieved in 2015–16 continued...





About our department

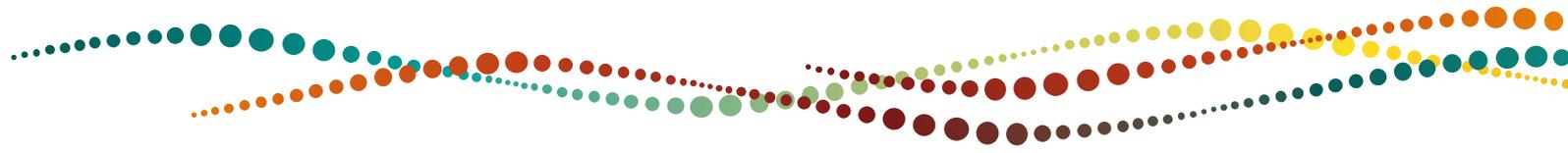


Table of Contents

Our vision, purpose and values	5
– Our vision	5
– Our purpose	5
– Our values	5
Our role	6
Our services	6
– Working with our customers and partners	6
– Services to our customers	7
– Where our services are located	9
– Regions and service centres	10
– Our social and economic operating environment	11
– Managing risks and capitalising on opportunities	11
Our governance	12
– Our Minister	12
– Our governing legislation	12
– Our organisational structure	12
– Our leaders	14
– Our strategy	16

Our vision, purpose and values

Our vision

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

Our purpose

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

Our 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:



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.



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.



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.



Be courageous

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

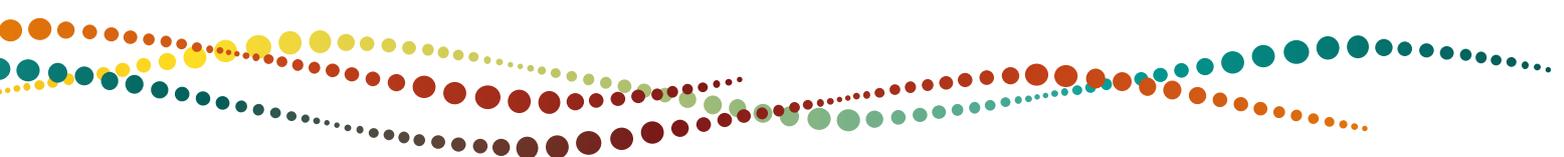


Empower people

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 services



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 2015–19 Strategic Plan.

The key focus of our work is on:

- ▶ creating new employment and business opportunities
- ▶ land tenure resolution, housing and land development in remote communities
- ▶ delivering the Welfare Reform program and minimising harm in discrete communities
- ▶ establishing a Taskforce and a fund to address the need for reparations for stolen wages and savings
- ▶ supporting initiatives that reduce domestic and family violence and ensure the safety of community members
- ▶ administering and managing cultural heritage legislation
- ▶ delivering retailing services in six remote locations
- ▶ connecting Aboriginal people and Torres Strait Islander people to their community and family histories.

Working with our customers and partners

Our customers are Aboriginal people and Torres Strait Islander people living in diverse communities across Queensland.

We 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 (particularly Aboriginal and Torres Strait Islander regional councils) to improve outcomes for Aboriginal and Torres Strait Islander Queenslanders.

We are 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.

Services to our customers



LONG-TERM GOALS

SIGNIFICANTLY REDUCED CHILD MORTALITY RATES

National Target: halve the gap in mortality rates for Indigenous children under five within a decade (by 2018).¹

INCREASED ENROLMENT AND ATTENDANCE IN EARLY CHILDHOOD EDUCATION

National Target: 95 per cent of all Indigenous four-year-olds enrolled in early childhood education (by 2025).¹

LONG-TERM GOALS

INCREASED SCHOOL ATTENDANCE

National Target: close the gap between Indigenous and non-Indigenous school attendance within five years (by 2018).¹

IMPROVED LITERACY AND NUMERACY

National Target: halve the gap for Indigenous children in reading, writing and numeracy achievements within a decade (by 2018).¹

INCREASED LEVELS OF YEAR 12 ATTAINMENT OR EQUIVALENT QUALIFICATIONS

National Target: halve the gap for Indigenous Australians aged 20–24 in Year 12 attainment or equivalent attainment rates.¹

LONG-TERM GOALS

IMPROVED EMPLOYMENT RATES

National Target: halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade (by 2018).¹

IMPROVED LIFE EXPECTANCY

National Target: close the gap in life expectancy between Indigenous and non-Indigenous Australians within a generation (by 2031).¹

OUR SERVICES

- Jobs for Aboriginal and Torres Strait Islander candidates, through:
 - The Youth Employment Program
 - Industry agreements
 - Social housing and infrastructure projects
 - Regional employment projects
 - Retail Stores
 - Welfare Reform program.
- Pre- and post-employment support to employers and employees.
- Employment and business skills development programs including procurement and business development workshops.

¹ Closing the Gap: Prime Minister's Report 2016

OUR SERVICES

- ▶ Partnering with Queensland Health to ensure that health services are delivered in a culturally appropriate and sensitive way.
- ▶ Working with the Department of Education and Training and Aboriginal and Torres Strait Islander communities to develop strategies to increase early childhood enrolment and attendance.

OUR SERVICES

- ▶ Working with the Department of Education and Training and Aboriginal and Torres Strait Islander communities to develop strategies to increase school attendance.
- ▶ Working with the Department of Education and Training to develop strategies to improve literacy and numeracy.
- ▶ Working with the Department of Education and Training to develop strategies to increase levels of Year 12 attainment or equivalent qualifications.
- ▶ Supporting QATSIF to deliver their scholarships program for Year 11 and 12 students.
- ▶ Whole-of-government secretariat to the Steering Committee that is responding to youth sexual violence and abuse in West Cairns and Aurukun.

- ▶ Matching businesses with Queensland Government and private industry procurement opportunities.
- ▶ Influencing Queensland Government departments to broker goods and services from Aboriginal and Torres Strait Islander businesses.
- ▶ Transferring state-owned land to Traditional Owners.
- ▶ Removing barriers to home ownership.
- ▶ Working with Queensland Health to ensure that health services are delivered in a culturally appropriate and sensitive way.
- ▶ Delivering quality retailing services that secure the supply of fresh fruit and vegetables to discrete Aboriginal and Torres Strait Islander communities.
- ▶ Implementing strategies and initiatives to reduce alcohol-related violence.
- ▶ Promoting the National Disability Insurance Scheme to Aboriginal people and Torres Strait Islander people.
- ▶ Assisting communities to restore social norms, re-establish local authority and maximise local decision-making.
- ▶ Connecting people to their families and community.
- ▶ Supporting the pilots of integrated response models to support victims of domestic and family violence.
- ▶ Developing a strategy and action plan for Aboriginal and Torres Strait Islander children and families experiencing vulnerability.
- ▶ Delivering NAIDOC week and other culturally significant events.

Where our services are located

Our department has service centres located in many major regional locations throughout Queensland, including the Brisbane Central Business District (CBD). Service delivery staff work with community leaders, funded service providers, businesses and the other layers of government to lead and contribute to key initiatives for the Queensland Government that provide appropriate, accessible and quality services to Aboriginal and Torres Strait Islander Queenslanders.

TORRES REGION	
SERVICE CENTRE	POPULATION*
★ Thursday Island	9,309 people
SERVICES 	

SOUTH WEST QUEENSLAND REGION	
SERVICE CENTRES	POPULATION*
★ Toowoomba, Charleville, Ipswich	25,106 people
SERVICES 	

FAR NORTH QUEENSLAND REGION	
SERVICE CENTRES	POPULATION*
★ Cairns, Aurukun, Cooktown, Weipa ● Lochart River, Pomppurraw, Kowanyama	40,656 people
SERVICES 	

SOUTH EAST QUEENSLAND (NORTH) REGION	
SERVICE CENTRES	POPULATION*
★ Brisbane, Caboolture	42,009 people
SERVICES 	

NORTH QUEENSLAND REGION	
SERVICE CENTRES	POPULATION*
★ Townsville, Mount Isa, Mackay ● Doomadgee, Palm Island	38,271 people
SERVICES 	

SOUTH EAST QUEENSLAND (SOUTH) REGION	
SERVICE CENTRE	POPULATION*
★ Woodridge	19,799 people
SERVICES 	

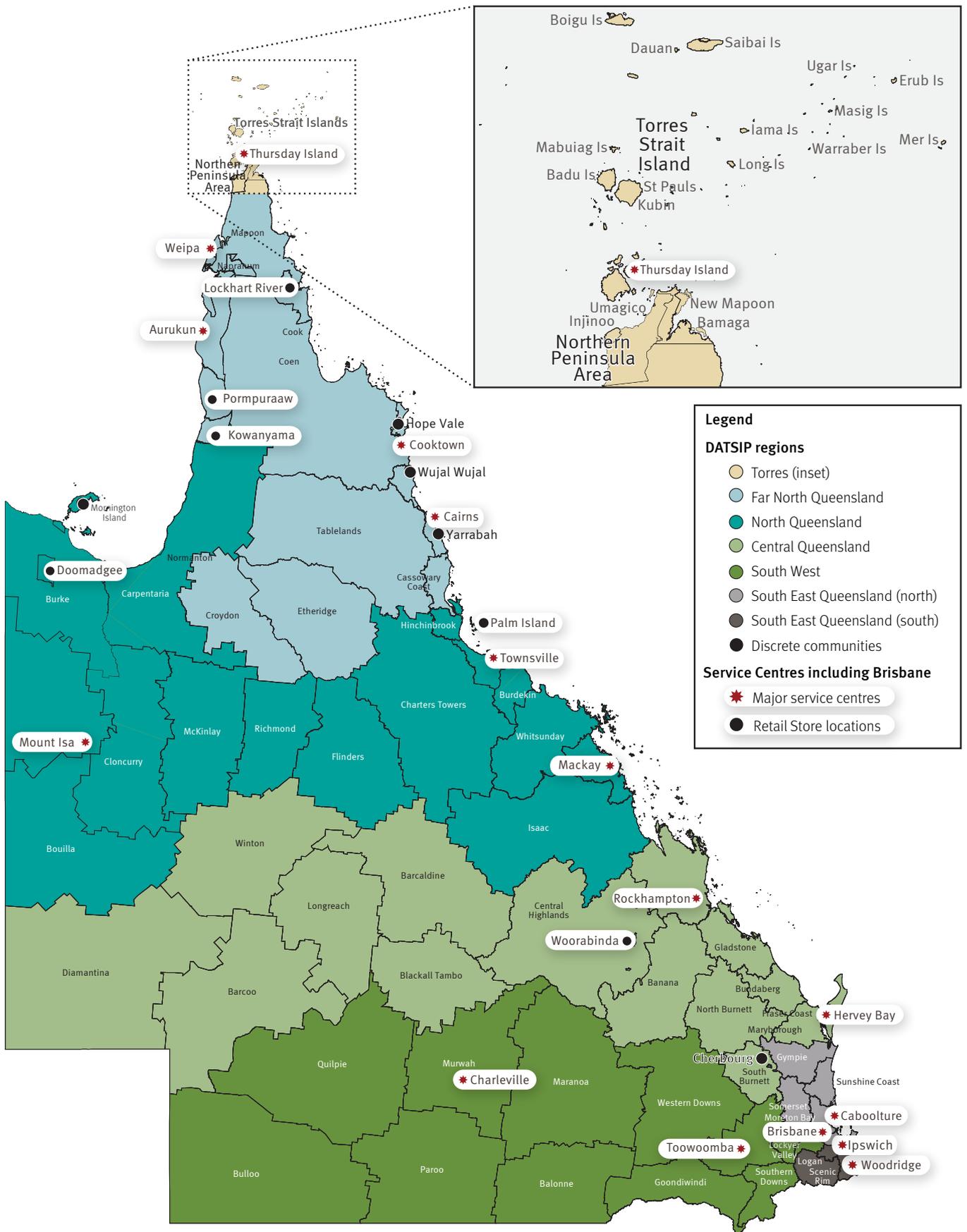
CENTRAL QUEENSLAND REGION	
SERVICE CENTRES	POPULATION*
★ Rockhampton, Hervey Bay ● Woorabinda	27,895 people
SERVICES 	

Legend – services

Employment and procurement	Welfare Reform program – minimising harm
Land and infrastructure	Family and Community safety initiatives eg. child protection
Reparations	★ Major services centres
Cultural heritage services	● Retail Store locations
Retail Stores	
Community and personal histories services	

* refers to Aboriginal and Torres Strait Islander Queensland population figures only.

Regions and service centres



Our social and economic operating environment

Our department operates within a complex and challenging environment. The Aboriginal and Torres Strait Islander population in Queensland experiences levels of social and economic disadvantage at significantly higher rates than that of non-Indigenous Queenslanders. The Organisation for Economic Co-operation and Development notes 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.

The lower outcomes of wellbeing in the social domains are evidenced by:

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

The lower outcomes of wellbeing in the economic domains are evidenced by:

- ▶ lower labour force participation rates
- ▶ higher unemployment rates
- ▶ lower business and home ownership
- ▶ lower rates of school attendance
- ▶ less likely to be at or above minimum standards of literacy and numeracy.

The vast majority, more than 80 per cent, of Aboriginal and Torres Strait Islander Queenslanders live in urban and regional Queensland, and while the levels of disadvantage described above are most pronounced in remote communities, disadvantage remains evident across all locations.

To address this disadvantage, the department is developing and renewing its strategies in the areas of justice, economic participation (focussed 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.

As a department, we remain determined to develop and maintain active and ongoing engagement with all levels of government, industry and community partners to align and coordinate efforts and resources to benefit Aboriginal and Torres Strait Islander Queenslanders.

Managing 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:

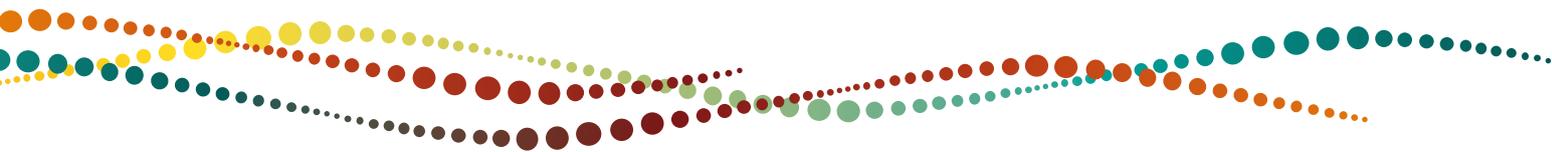
- ▶ failure to maximise our strategic outcomes
- ▶ failure to truly know our customer communities
- ▶ failure to create a capable, agile and innovative organisation.

Opportunities

During 2015–16, 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
- ▶ developing a comprehensive understanding of the needs and aspirations of individual customers and the communities in which they live and work
- ▶ establishing a workplace environment where staff are capable, innovative and motivated towards achieving the best outcomes for Aboriginal and Torres Strait Islander Queenslanders.

Our governance



Our Minister

The Honourable Curtis Pitt MP, State Member for Mulgrave, is Queensland's Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport.

The Minister's Far North Queensland electorate of Mulgrave takes in the Aboriginal community of Yarrabah. Minister Pitt brings to the portfolio a deep understanding of Aboriginal and Torres Strait Islander cultures and a strong, personal commitment to improving and promoting the economic, environmental and social participation of Aboriginal and Torres Strait Islander Queenslanders.

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*

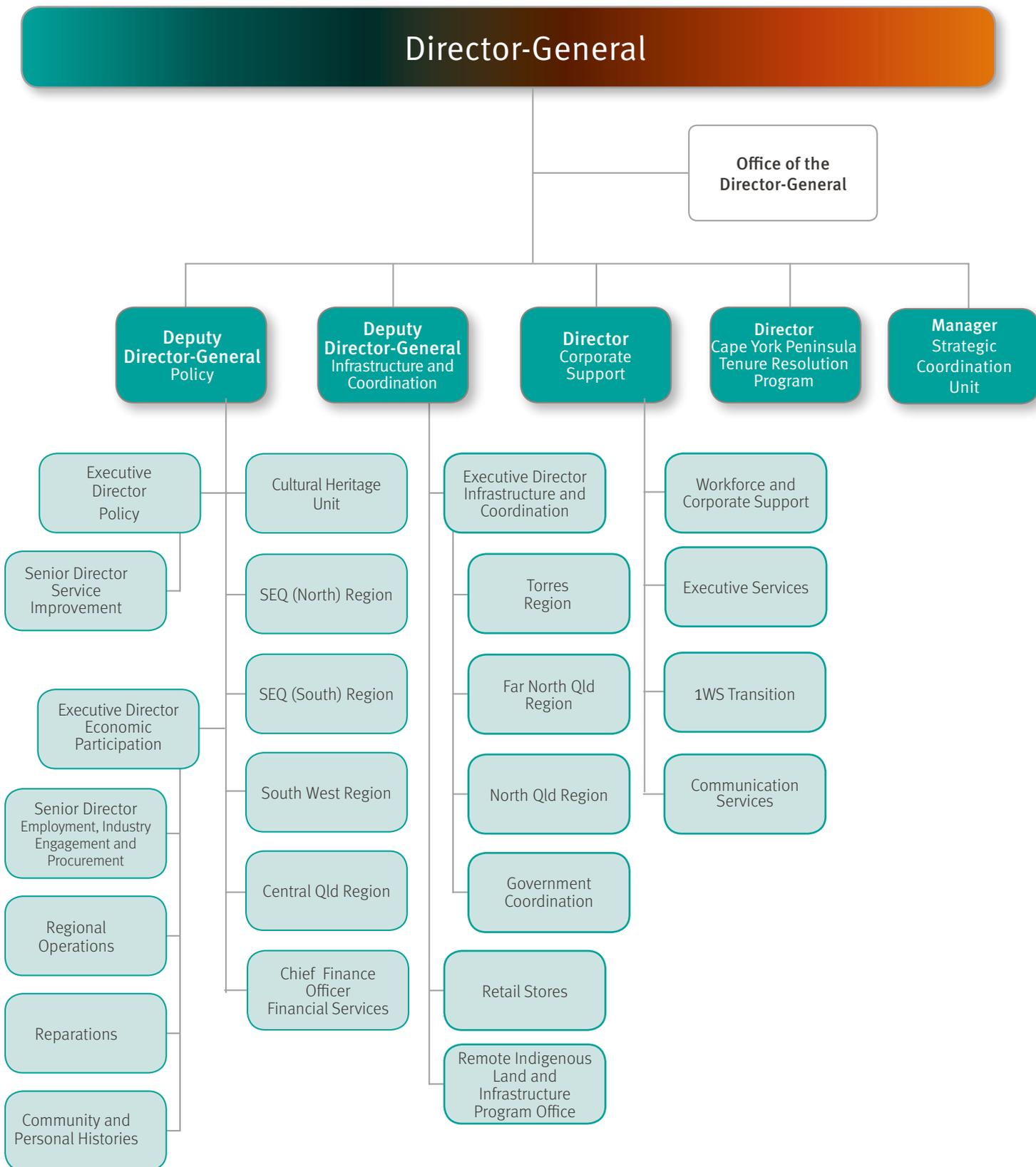
- ▶ *Aboriginal Cultural Heritage Act 2003*
- ▶ *Torres Strait Islander Cultural Heritage Act 2003*
- ▶ *Family Responsibilities Commission Act 2008*.

Further information on the legislation administered by the department is detailed in Appendix 1 – Our Legislation on page 130.

Our organisational structure

The department's organisational structure as at 30 June 2016 is provided at Figure 1 (page 13).

Figure 1: Organisational structure — as at 30 June 2016



Our leaders

Our leaders had the following responsibilities in 2015–16:

Clare O'Connor

Director-General

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.

Ms O'Connor holds a Bachelor of Arts and a Master of Arts Public Sector Leadership (Policy).

Ron Weatherall

Deputy Director-General,
Aboriginal and Torres Strait
Islander Policy

Mr Weatherall is responsible for developing, leading and driving the development and implementation of social policy, strategic initiatives and programs to deliver on government priorities.

Mr Weatherall holds a Bachelor of Business (Accounting).

Allen Cunneen

Deputy Director-General,
Infrastructure and
Coordination

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.

Helena Wright

Executive Director,
Economic Participation

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.

Ms Wright holds a Bachelor of Arts (Criminology and Criminal Justice) and is currently completing an Executive Masters in Public Administration.

Jason Kidd

Executive Director,
Policy

Mr Kidd is responsible for high level policy and program advice to improve social outcomes for the benefit of Aboriginal and Torres Strait Islander Queenslanders.

Mr Kidd holds a Bachelor of Laws, Bachelor of Social Work, and Master of Social Work.

Our leaders continued...

Greg Anderson

A/Executive Director,
Infrastructure and
Coordination

Mr Anderson is responsible for facilitating housing investment and a range of other social and economic development opportunities in discrete Aboriginal and Torres Strait Islander communities.

Ainslie Barron

Senior Director,
Service Improvement

Ms Barron is responsible for leading the Youth Sexual Violence and Abuse Steering Committee secretariat and for significant policy work regarding welfare reform, alcohol management and complex communities.

She holds a Bachelor of Arts and Master of Public Policy.

Lawrence Swann

Senior Director,
Employment, Industry
Engagement and
Procurement

Mr Swann is responsible for the program development, implementation and the coordination of operations for the employment, industry engagement and procurement aspects of economic participation for Aboriginal and Torres Strait Islander Queenslanders.

He holds a Bachelor of Arts (Public Administration and Economics) and is currently completing an Executive Masters in Public Administration.

Colleen Orange

Chief Finance Officer,
Financial Services

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.

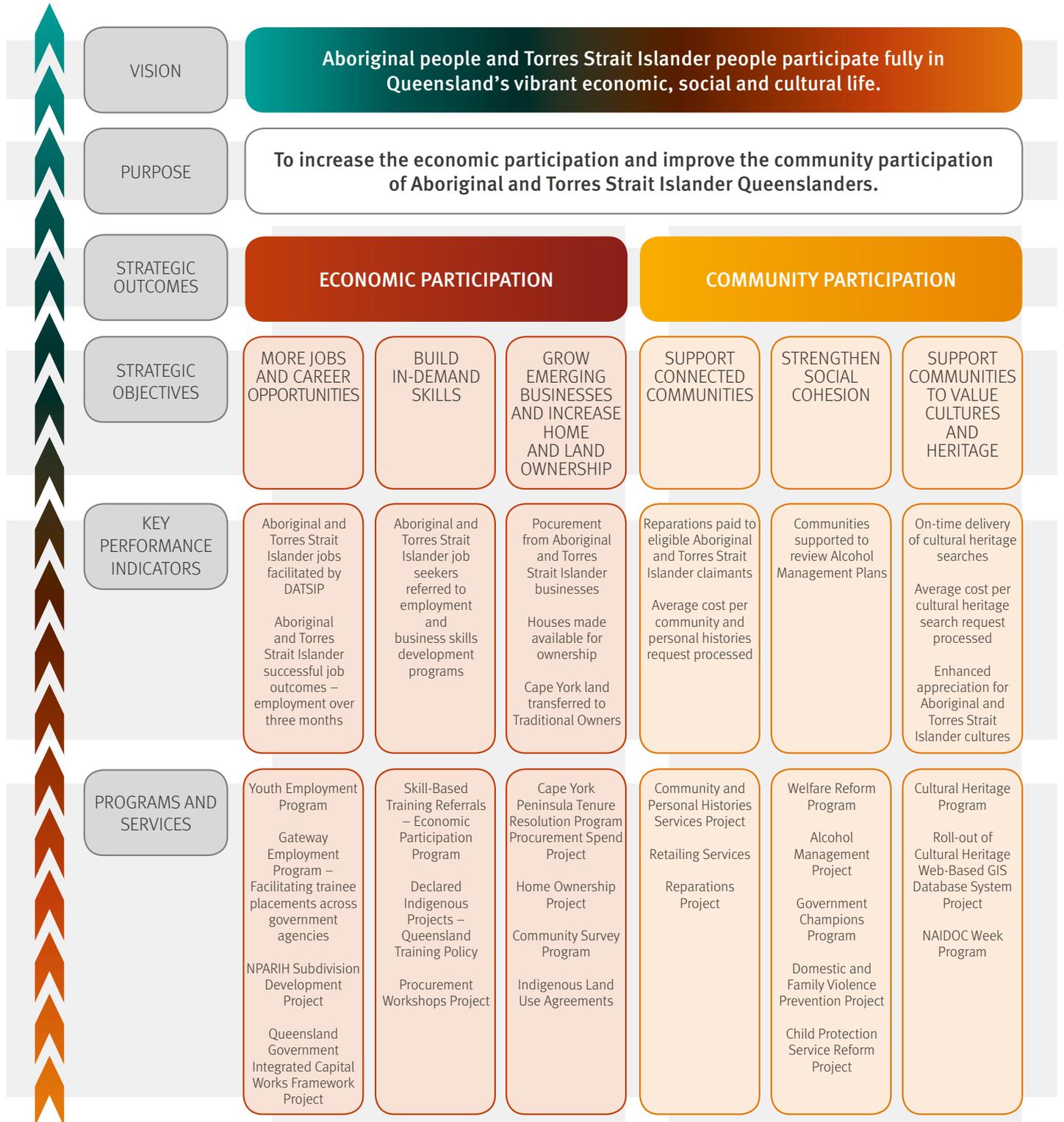
She holds a Bachelor of Business (Accountancy), and is a Fellow, CPA Australia.

Nick Twist

Director,
Corporate Support

Mr Twist is responsible for the delivery of corporate support services including communications, human resources, strategy, governance and performance measurement, risk management and business continuity management, executive services and Ministerial liaison. During 2015–16, Mr Twist's role included managing the department's transition to 1 William Street.

Our strategy



03

Our economic participation outcomes

Table of Contents

Economic participation – strategic overview	18
Economic participation – what we achieved	19
– Our highlights	19
Objective: More jobs and career opportunities	19
– Job opportunities facilitated	19
– Youth Employment Program delivered	21
– Industry agreements brokered	21
– Employment opportunities through social housing and infrastructure projects created	22
– Regional employment projects delivered	23
– Employment in Retail Stores	28
– Welfare Reform employment projects implemented	28
Objective: Build in-demand skills	29
– New skills developed and career pathways opened	29
Objective: Grow emerging businesses and increase home and land ownership	30
– Increased procurement from Aboriginal and Torres Strait Islander enterprises	30
– Cape York Peninsula Tenure Resolution Program delivered	31
– Increased home ownership in Aboriginal and Torres Strait Islander communities	32
– Shared services hub under development	32
– Future directions	33

Economic participation – strategic overview

Our strategic objectives:

- ▶ More jobs and career opportunities
- ▶ Build in-demand skills
- ▶ Grow emerging businesses and increase home and land ownership

Queensland Government's objective:

- ▶ Creating jobs and a diverse economy

Our plan to achieve this:

Create *more jobs and career opportunities*

so that Aboriginal people and Torres Strait Islander people enter and actively participate in the workforce.

Build *in-demand skills*

through employment and business training and development to improve the competitiveness and capability of Aboriginal people and Torres Strait Islander people in the market place.

Grow *emerging businesses*

by providing increased procurement opportunities to Aboriginal and Torres Strait Islander businesses and assisting them to build capacity and capability to tender for and win government contracts.

Increase *home and land ownership*

by transferring state-owned land and national parks to Traditional Owners and assisting aspiring home owners to move towards home ownership.



Economic participation – what we achieved

Our highlights

During 2015–16, we:

- ▶ assisted Aboriginal and Torres Strait Islander students to successfully transition into employment, training or higher education post-Year 12 through the Youth Employment Program (YEP)
- ▶ partnered with industry to secure employment and training opportunities for Aboriginal and Torres Strait Islander job seekers
- ▶ negotiated employment and business supply outcomes for Aboriginal people and Torres Strait Islander people in building and civil construction and other employment projects outside of discrete Aboriginal and Torres Strait Islander communities
- ▶ leveraged Queensland Government spend to bring about employment opportunities for Aboriginal and Torres Strait Islander Queenslanders, and growth and development opportunities for Indigenous businesses
- ▶ assisted Aboriginal and Torres Strait Islander businesses across the state to build their proficiencies through a suite of procurement and business development workshops
- ▶ worked with Traditional Owners and other stakeholders to identify and transfer state-owned land for employment and business opportunities and nature conservation
- ▶ removed barriers to home ownership on Aboriginal and Torres Strait Islander land and created home ownership on freehold land to ensure that Aboriginal and Torres Strait Islander Queenslanders had access to home ownership.

Objective: More jobs and career opportunities

Job opportunities facilitated

Increasing the opportunities for Aboriginal and Torres Strait Islander Queenslanders to gain and maintain employment is fundamental to ensuring participation in Queensland's vibrant economy. We achieve this 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.

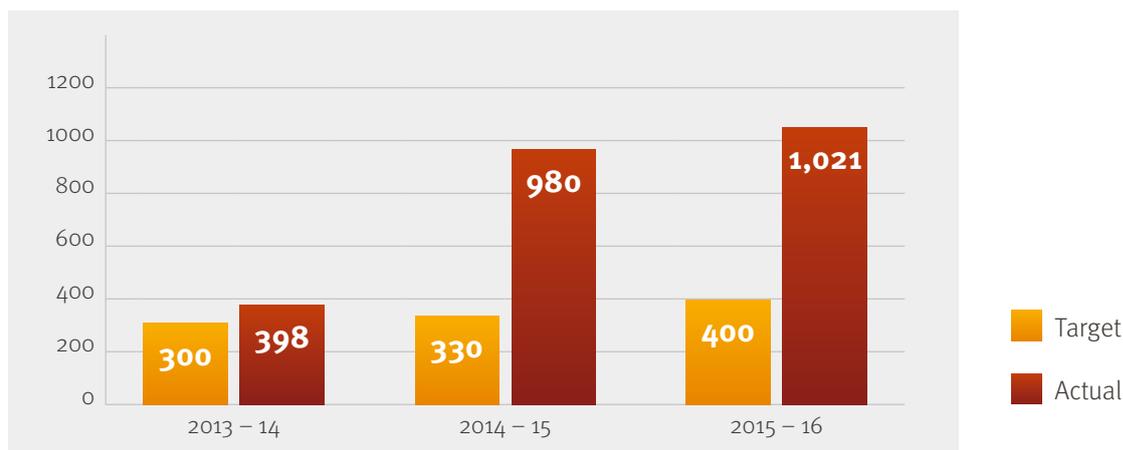
Our performance

During 2015–16, we facilitated a total of 1,021 jobs for Aboriginal and Torres Strait Islander job seekers across Queensland, exceeding our target of 400 jobs by 164 per cent. This included:

- ▶ 156 employment opportunities for Year 12 Aboriginal and Torres Strait Islander students through the Youth Employment Program (YEP)
- ▶ 464 employment opportunities for qualified and job-ready Aboriginal and Torres Strait Islander candidates in jobs generated through industry engagement and regional employment projects
- ▶ 401 employment opportunities for Aboriginal and Torres Strait Islander job seekers in social housing and infrastructure projects across the National Partnership Agreement on Remote Indigenous Housing (NPARIH) communities and other capital works in remote communities.

Figure 2 represents a summary of the number of job opportunities facilitated by the department across three financial years.

Figure 2: Number of jobs for Aboriginal people and Torres Strait Islander people facilitated by DATSIP



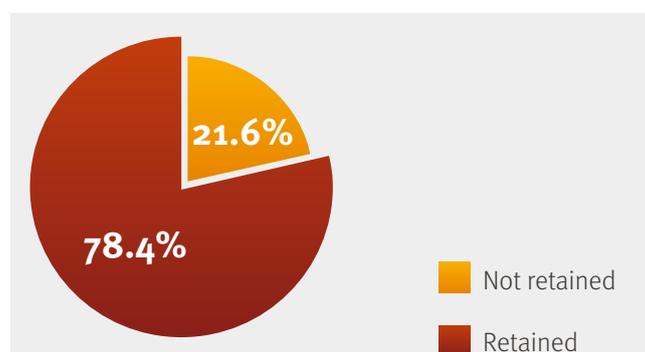
Source: YEP Customer Relationship Management (CRM) System.

Please note: In March 2016, the Department of Communities, Child Safety and Disability Services completed an operational audit on the department’s job effectiveness measure and identified an under-reporting of 37 job placements facilitated by the department during the 2014–15 reporting period. The figure presented in the graph is consistent with the figure reported in the department’s 2014–15 Annual Report.

Sustaining employment is also as critical as gaining employment in the first place. Data for 2015–16 shows that 78.4 per cent of Aboriginal and Torres Strait Islander Queenslanders placed into employment by our department were still employed three months later (see Figure 3). This high retention rate is the result of the following strategies being used by our department:

- ▶ referring job seekers to skills enhancement providers to ensure job seekers have the skills necessary to gain and maintain employment
- ▶ providing post-placement support to both the employer and employee during the first three months of a job placement to assist with the transition.

Figure 3: Percentage of Aboriginal people and Torres Strait Islander people successfully employed three months after placement



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.

Youth Employment Program delivered

Our department delivers the Youth Employment Program (YEP), which provides a range of 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.

We actively work to engage Aboriginal and Torres Strait Islander students while enrolled in Year 12 and assist them to define their career aspirations, make informed decisions about future job opportunities and connect them to those opportunities.

We provide post-placement support to both the employer and employee during the first three months of a job placement to assist with the transition.

Our performance

During 2015–16, through the Youth Employment Program, we:

- ▶ registered 1,936 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. The system enables staff to record key information about a candidate's skills and interests to assist in matching them to appropriate job opportunities, as well as enabling key business and management processes such as performance reporting
- ▶ offered the Talk Up Training Program to 703 (36.3 per cent) candidates registered on the YEP CRM System. The Talk Up Training Program seeks to improve the likelihood of successful and sustained employment outcomes through the provision of soft skills training within a job readiness framework
- ▶ directly engaged with 2,076 Year 12 Aboriginal and Torres Strait Islander students. Our department, through negotiated arrangements with individual schools, developed relationships with both school staff and Aboriginal and Torres Strait Islander Year 12 students in order to link students to employment opportunities upon completion of Year 12.

These efforts resulted in 620* Aboriginal and Torres Strait Islander Year 12 school leavers and other qualified and job-ready candidates being placed into jobs.

* This figure contributes to the total number of jobs (1,021) facilitated by DATSIP in 2015–16.

Industry agreements brokered

Our department forms partnerships with Queensland companies and businesses to increase the employment prospects of Aboriginal and Torres Strait Islander Queenslanders.

Our performance

As at 30 June 2016, we had implemented three Memoranda of Understanding with key industry bodies, including:

- ▶ Queensland Resources Council
- ▶ Queensland Tourism Industry Council
- ▶ Queensland Rugby Union.

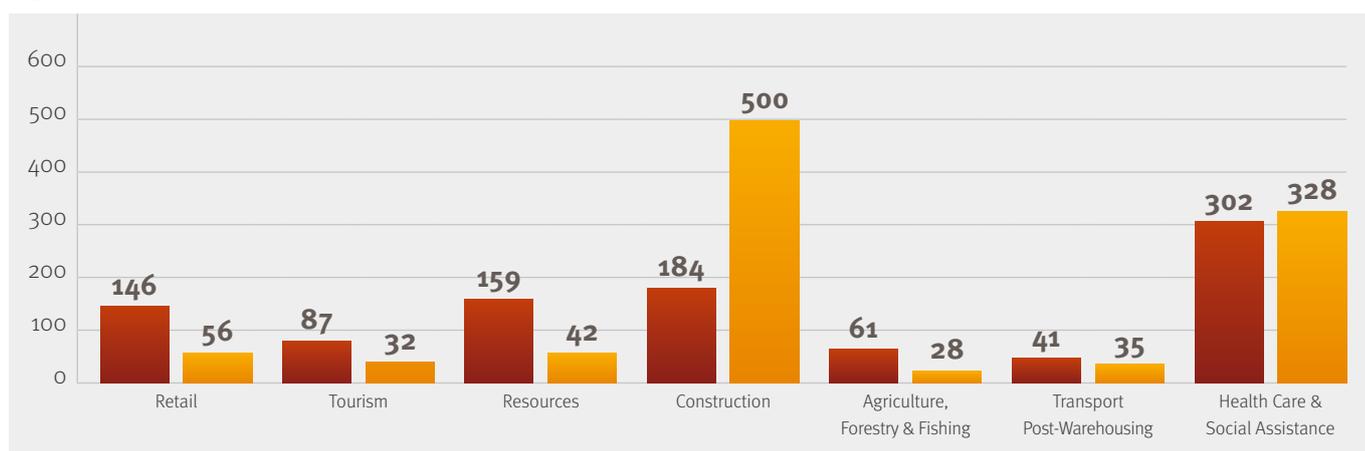
Our department has a productive and long-standing working partnership with the Queensland Resources Council to promote employment opportunities for Aboriginal and Torres Strait Islander Queenslanders and procurement opportunities for Aboriginal and Torres Strait Islander businesses within the resources industry supply chains. As a result of this partnership, seven resource companies reported an increase in Aboriginal and Torres Strait Islander employment numbers of around 20 per cent over the two-year period of 2015 and 2016 (an increase from 503 to 629 full-time equivalent positions).

During 2015–16, we brokered two new agreements with the Queensland Tourism Industry Council and Queensland Rugby Union. The agreement with the Queensland Tourism Industry Council seeks to increase the economic participation of Aboriginal and Torres Strait Islander Queenslanders in key sectors within the tourism industry. The agreement will support the achievement of the tourism industry's goal of 1,000 new jobs created for Aboriginal and Torres Strait Islander job seekers by 2020 and will also increase opportunities for Aboriginal and Torres Strait Islander businesses to link into tourism industry supply chains.

The agreement with Queensland Rugby Union seeks to leverage employment and business supply opportunities for Aboriginal people and Torres Strait Islander people through Queensland Rugby Union's industry partners and corporate members as well as support and develop young Aboriginal and Torres Strait Islander leaders.

Figure 4 represents a summary of the industry sectors in which job opportunities were secured as a result of the department's involvement during 2015–16. The growth in the construction sector during 2015–16 is due to the 401 construction and maintenance jobs filled by local Aboriginal people and Torres Strait Islander people through the Remote Indigenous Land and Infrastructure Program Office and its roll-out of the social housing program.

Figure 4: Jobs by industry



Source: YEP Customer Relationship Management (CRM) System.

■ 2014 – 15 ■ 2015 – 16

Employment opportunities through social housing and infrastructure projects created

Through the Remote Indigenous Land and Infrastructure Program Office, our department works in partnership with all discrete remote Aboriginal and Torres Strait Islander communities to provide work opportunities in social housing construction and other infrastructure projects.

We assist in maximising employment, skills development and business opportunities in discrete remote Aboriginal and Torres Strait Islander communities through the implementation of the Queensland Government Building and Construction Training and the National Partnership Agreement on Remote Indigenous Housing (NPARIH) communities.

Our performance

During 2015–16, our department developed and implemented a whole-of-government integrated capital works program that ensured government projects were scheduled consecutively rather than simultaneously to maintain a continuous stream of employment opportunities in Aboriginal and Torres Strait Islander communities.

This approach guaranteed the continuity of work required for Aboriginal and Torres Strait Islander apprentices and trainees to complete their qualifications and provided a skilled labour force within these communities.

As at 30 June 2016, through the Remote Indigenous Land and Infrastructure Program Office, we facilitated 401 construction and maintenance jobs for local Aboriginal people and Torres Strait Islander people. Table 1 shows where these employment achievements occurred.

Table 1: Construction-related employment opportunities by community

Community	Aboriginal and Torres Strait Islander workers employed
Aurukun	7
Doomadgee	16
Cherbourg	25
Hope Vale	37
Kowanyama	4
Lockhart River	30
Mapoon	8
Mornington Island	31
Mossman Gorge	6
Napranum	18
Northern Peninsula Area	13
Palm Island	33
Pormpuraaw	4
Woorabinda	11
Wujal Wujal	4
Yarrabah	11
Torres Strait Islands	87
Cape York Peninsula Development Road	56
Total	401*

Source: Milestone RILIPO Jobs Data.

* This figure contributes to the total number of jobs (1,021) facilitated by DATSIP in 2015–16.

Increased economic opportunities – Palm Island

Our department maximised employment and training in discrete remote Aboriginal and Torres Strait Islander communities through effectively implementing the Queensland Government Building and Construction Training Policy.

Our department achieves these outcomes by providing direct links between the local workforce, suppliers of goods and services and principal contractors to enable economic opportunities to be identified and captured. We then monitor the delivery of these opportunities and assist contractors in delivering alternative solutions if problems arise.

In August 2015, Palm Island Aboriginal Shire Council was awarded the contract as principal contractor for the construction of nine social houses. As the principal contractor, the Council was required to meet all aspects of the Queensland Government Building and Construction Training Policy, including minimum hours to be worked by apprentices and trainees and the provision of workforce training.

To construct these houses, the Council employed three apprentices: two in carpentry and one in plumbing.

In addition to these three apprentices, Council employed six general labourers, trade assistants and project support staff for this project. All nine of these employees are local Aboriginal people and Torres Strait Islander people from the Palm Island community.

Regional employment projects delivered

In 2015–16, the department's regional offices worked with and supported potential employees. They also partnered with local business employers and other departments to address barriers, identify opportunities and provide direct links to paid employment for Aboriginal and Torres Strait Islander job seekers.

Our performance

During the year, we negotiated employment and business supply opportunities for Aboriginal people and Torres Strait Islander people in 67 building and civil construction projects outside the discrete Aboriginal and Torres Strait Islander communities.

As at 30 June 2016, 34 completed projects realised 23,081 hours worked by 83 Aboriginal and Torres Strait Islander employees, apprentices and trainees (an equivalent value of \$1 million); and \$75,955 of goods and services supplied by Aboriginal and Torres Strait Islander businesses.

A further 33 projects still under construction realised to date 73,045 hours worked by 268 Aboriginal and Torres Strait Islander employees, apprentices and trainees (an equivalent value of \$3.3 million); and \$322,769 of goods and services supplied by Aboriginal and Torres Strait Islander businesses.

Table 2 highlights examples of the key programs and projects that were delivered in regional areas across the state, which resulted in increased employment for Aboriginal people and Torres Strait Islander people.

Table 2: Regional partnerships resulting in job opportunities for Aboriginal and Torres Strait Islander job seekers in 2015–16

Far North Queensland region

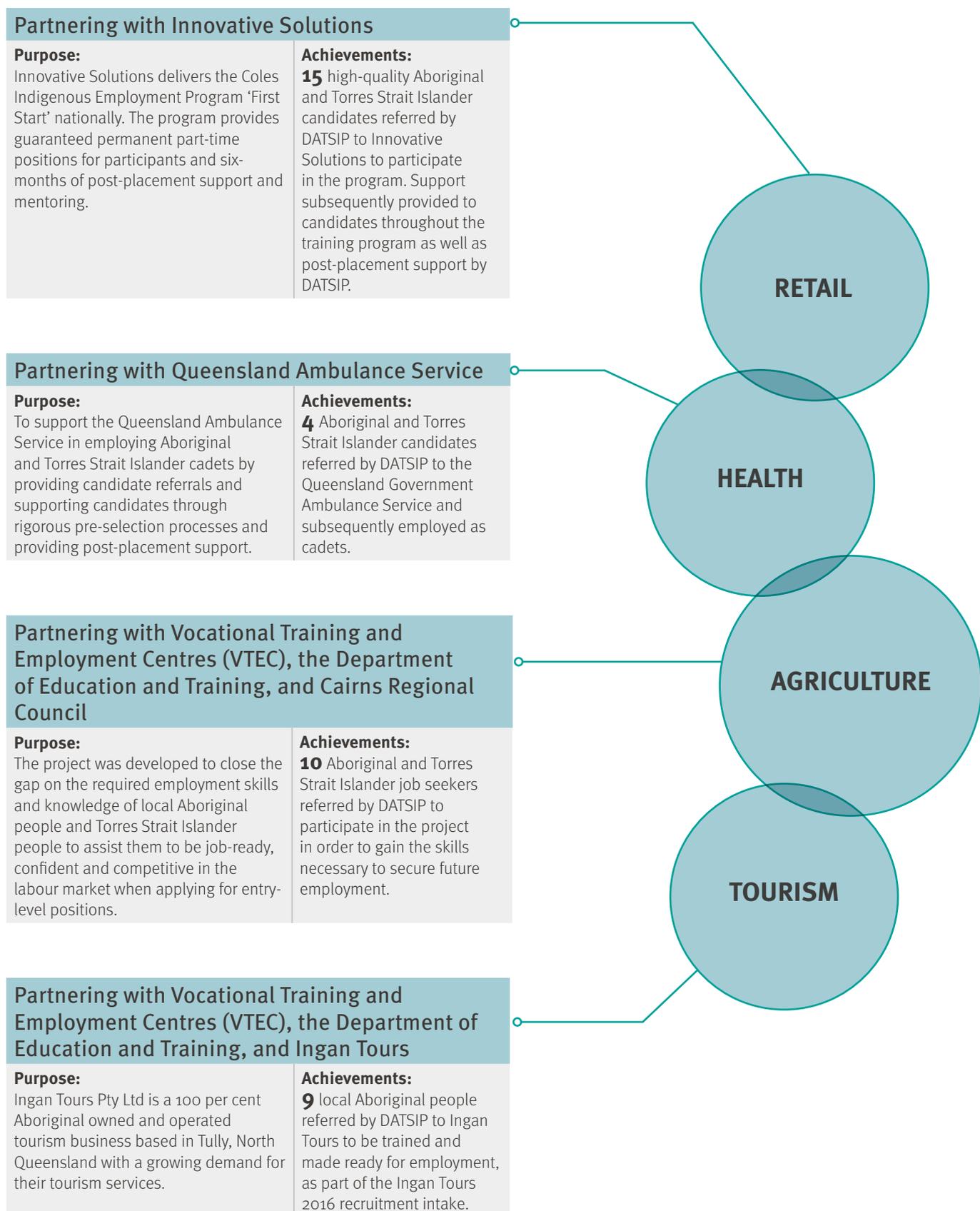


Table 2: Regional partnerships resulting in job opportunities for Aboriginal and Torres Strait Islander job seekers in 2015–16 continued...

North Queensland region

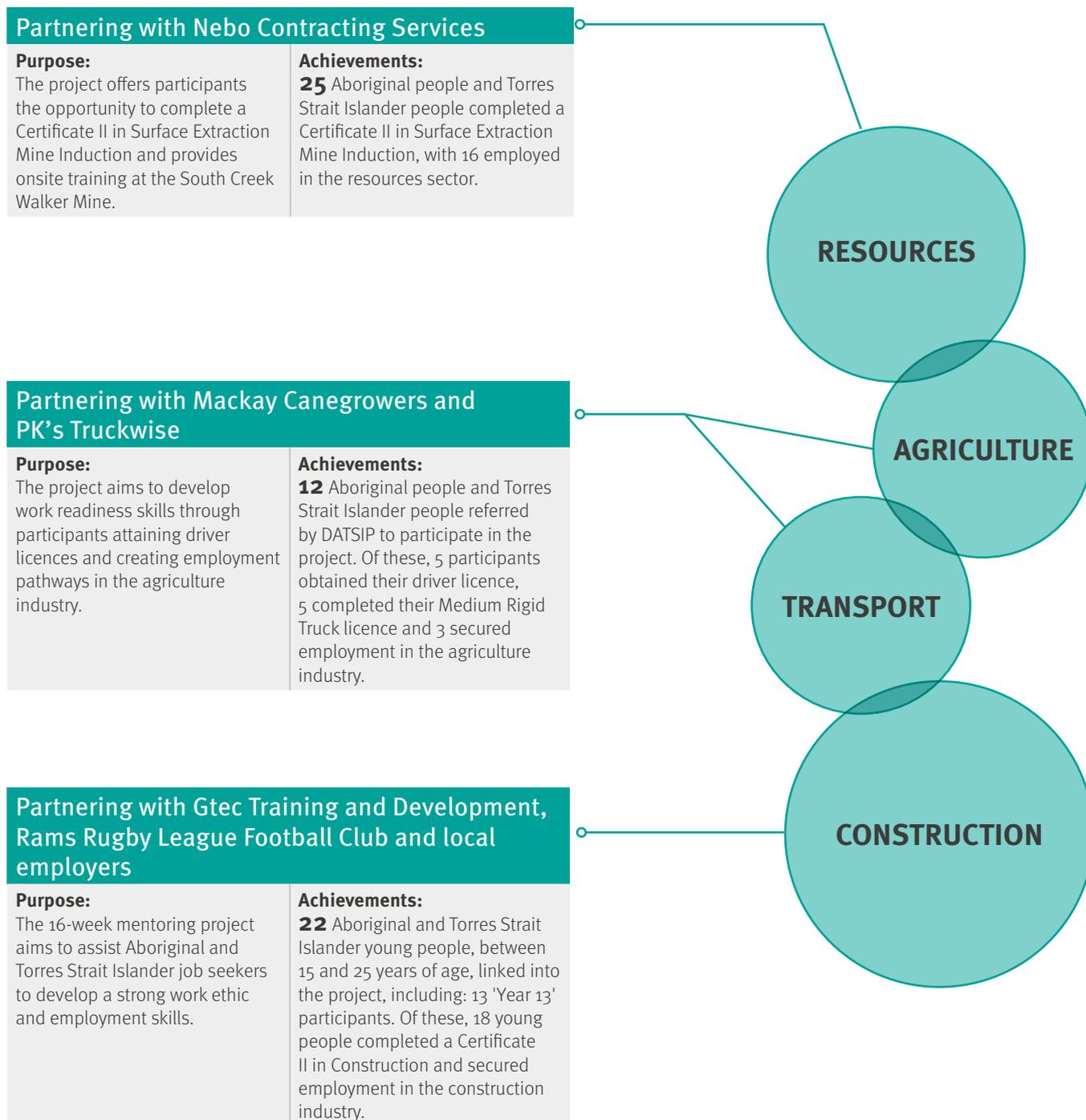
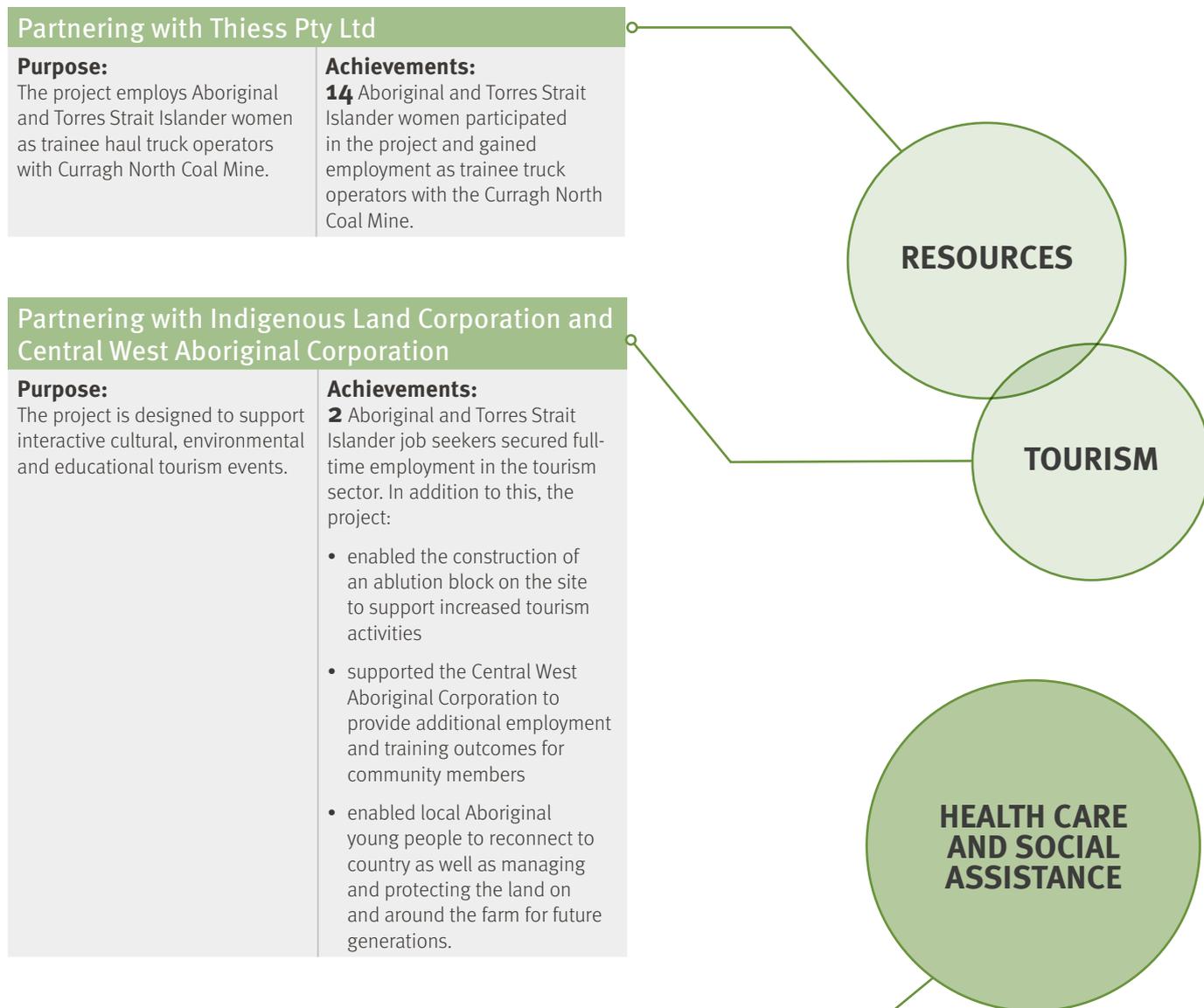


Table 2: Regional partnerships resulting in job opportunities for Aboriginal and Torres Strait Islander job seekers in 2015–16 continued...

Central Queensland region



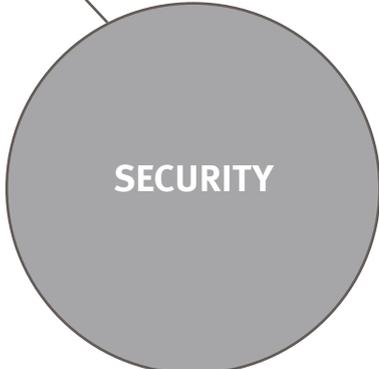
South West Queensland region

Partnering with House with No Steps	
Purpose: The project aims to train and employ Aboriginal people and Torres Strait Islander people in a Certificate III traineeship in either disability services or aged care.	Achievements: 6 Aboriginal people and Torres Strait Islander people commenced a Certificate III in Disability Services, with three finding employment in the health care and social assistance industries.

Table 2: Regional partnerships resulting in job opportunities for Aboriginal and Torres Strait Islander job seekers in 2015–16 continued...

South East Queensland (North) region

Partnering with Inala Wangarra and the Department of Education and Training	
<p>Purpose: Participants (18 years and over) completed a Certificate II in Security Operations and a Certificate III in Hospitality to gain employment in the security industry. The Certificate III in Hospitality addresses aspects such as health, safety and security procedures, working in a socially diverse environment and working with colleagues and customers.</p>	<p>Achievements: 20 Aboriginal people and Torres Strait Islander people commenced a Certificate II in Security Operations, with 19 gaining employment in the security industry.</p>



South East Queensland (South) region

Partnering with Icon Training Academy and YAKKA Employment	
<p>Purpose: Participants enrolled into the Chefstarz skill set with a Certificate III in Commercial Cookery (four accredited units and one non-accredited), to gain work experience within the industry.</p>	<p>Achievements: 14 Aboriginal and Torres Strait Islander participants completed a Certificate III in Commercial Cookery, with 13 securing employment in the hospitality industry.</p>



Partnering with Strategix Training Group, Australian Labour Solutions and Australian Country Choice Abattoir	
<p>Purpose: Participants completed a Certificate III in Food Processing to gain employment in the Abattoir and Food Processing Industry.</p>	<p>Achievements: 15 Aboriginal people and Torres Strait Islander people commenced a Certificate III in Food Processing, with five securing employment in the food processing industry.</p>



Employment in Retail Stores

Our department operates six Retail Stores in remote Aboriginal communities, which provide a wide range of products, including:

- ▶ a supermarket range of foodstuffs and drinks
- ▶ white goods, furniture, bedding, manchester and drapery
- ▶ mobile phones and mobile phone credit
- ▶ power cards and fuel (diesel, unleaded petrol and domestic gas cylinders)
- ▶ a range of small household and hardware items (varies per store location).

In addition to providing this essential community service, Retail Stores provide employment and training opportunities to Aboriginal people and Torres Strait Islander people.

To build skills and improve career pathways, Retail Store employees are provided with access to professional development through industry-standard and nationally accredited training in retail, work health and safety, business equipment, and operating plant.

Our performance

At 21 June 2016, Retail Stores employed 86 Aboriginal people and Torres Strait Islander people, primarily in shop assistant roles, mostly on a casual or part-time basis. Retail Stores achieved their 2015–16 target of 86 per cent of employees identifying as Aboriginal or Torres Strait Islander. This figure is consistent with those of the 2013–14 and 2014–15 periods and demonstrates the sustainability of the program in terms of local economic participation.

Performance measure

Percentage of Aboriginal and Torres Strait Islander employees in Retail Stores

Year	Target	Actual	Status
2013–14	85%	86%	✓
2014–15	85%	86%	✓
2015–16	86%	86%	✓

Source: Workforce and Corporate Support data management system.

Refer to page 38 for further information, including a case study on the important role that Retail Stores play in remote Aboriginal communities.

Welfare Reform employment projects implemented

The Welfare Reform program aims to improve economic opportunities and increase home ownership in Welfare Reform communities, as well as deliver a range of community participation benefits.

Our performance

Key economic participation activities supported through the Welfare Reform program during 2015–16 included:

- ▶ the refurbishment of the Yalanji Art Workshop at Mossman Gorge, which produces artwork for the gift shop at the successful Gateway Visitors Centre, resulting in the employment of six Aboriginal people and Torres Strait Islander people, including three carpentry apprentices
- ▶ three Doomadgee residents receiving Bronze Medallion certification, ensuring that there are appropriately qualified and skilled people in the community to open the pool to the public during the school holidays
- ▶ the refurbishment of Aurukun's Sports Hall creating 388 hours of employment for four local Aboriginal people and Torres Strait Islander people and \$20,000 of local community investment
- ▶ completion of the preliminary investigation and schematic design to upgrade the existing Three Rivers Building in Aurukun for use as a community centre and meeting place.

Further details regarding the community participation outcomes achieved during 2015–16, through the Welfare Reform program, are provided on page 44.

Objective: Build in-demand skills

New skills developed and career pathways opened

Building in-demand job skills is critical to improving the employability of Aboriginal and Torres Strait Islander job seekers and increasing their participation in Queensland's economy. Having the specific requirements for a job, including the right training and qualifications and solid work experience, combined with broader employability skills, creates a distinct competitive advantage for the candidate in the job market.

Our department is committed to supporting Aboriginal and Torres Strait Islander Queenslanders to develop the most in-demand job skills that will open up a world of employment opportunities to them. We achieve this in two significant ways:

- we partner with key stakeholders in the government, non-government and private sectors to improve the employability of Aboriginal and Torres Strait Islander job seekers
- we facilitate improved employment and business skills through skills development and industry-based training.

Our performance

During 2015–16, our department supported a variety of projects and initiatives designed to build employment and business skills and to open-up career pathways. This included:

- the Building Our Future project in North Queensland, which resulted in 22 Aboriginal and Torres Strait Islander young people (aged 15–25 years) being offered support to develop job-specific skills. These skills assisted them to gain employment in the construction industry through hands-on and on-site training, soft skills development and the provision of workability skills through practical experience
- the Aboriginal and Torres Strait Islander Security Guard Training project in South East Queensland (North), which enhanced the skills, education, business knowledge and practical experience of 20 Aboriginal and Torres Strait Islander job seekers

- the Nebo Contracting Services project in North Queensland, which supported 25 Aboriginal and Torres Strait Islander participants to develop work-readiness skills, build confidence and created employment pathways for participants in the resources sector
- the Statim-Yaga Project in South East Queensland, which assisted 14 Aboriginal and Torres Strait Islander job seekers gain employment in the construction industry through the Gold Coast School of Construction
- the Pride in Employment Program in Far North Queensland, which provided 20 Aboriginal and Torres Strait Islander students with post-school employment transition support through pre- and post-employment activities, including: job search training, interview planning and preparation, deportment and grooming, workplace relationships and communication, and self-management skills such as goal-setting and time management
- the MYUMA Intake Opportunities project in North Queensland, which supported 39 participants in completing a 12-week training program designed to improve their employability. The program focused on supporting participants to update their resumes, write cover letters, improve interview techniques and provided information on working in the resource sector. Of these, 21 participants were successful in gaining employment in Mount Isa and the surrounding area.

In addition to supporting these projects and initiatives, our department referred 268 Aboriginal and Torres Strait Islander Queenslanders to employment and business skills development programs, exceeding our target of 57 referrals by 470 per cent.

Performance measure

Number of Aboriginal and Torres Strait Islander Queenslanders referred to employment and business skills development programs

Year	Target	Actual	Status
2015–16	57	268	✓✓

Source: Workforce and Corporate Support data management system.

Objective: Grow emerging businesses and increase home and land ownership

Increased procurement from Aboriginal and Torres Strait Islander enterprises

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

We proactively match Aboriginal and Torres Strait Islander businesses with Queensland Government and private industry procurement opportunities, and assist businesses to build capacity and capability to tender for, and win, government contracts.

We also strategically influence the policies, plans and buying behaviour of other Queensland Government departments to ensure that goods and services are brokered from Aboriginal and Torres Strait Islander businesses, wherever possible and wherever appropriate.

Our performance

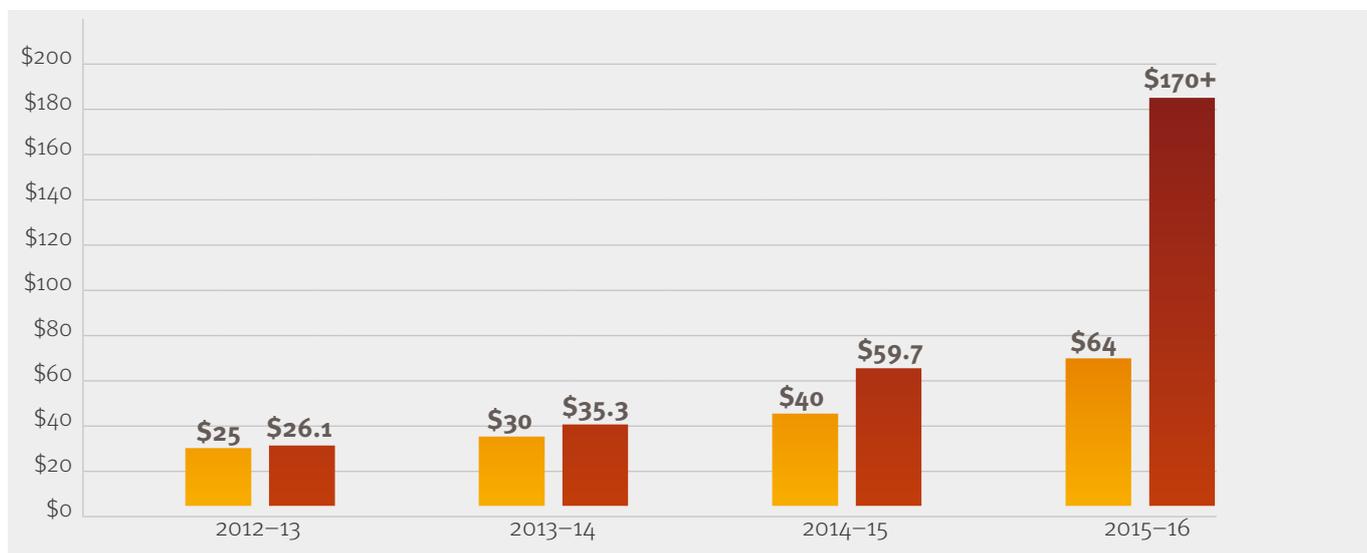
During 2015–16, our program of work resulted in 282 Aboriginal and Torres Strait Islander businesses engaged by the Queensland Government to provide goods and services to the value of over \$170 million, exceeding the target of \$64 million. Similarly, the number of businesses securing government procurement contracts exceeded the target by 132 businesses – that is, 188 per cent above the year’s target.

This is a significant increase from previous years which has seen the procurement of Aboriginal and Torres Strait Islander businesses by Queensland Government departments grow from:

- \$26.1 million in 2012–13
- \$35.3 million in 2013–14
- \$59.7 million in 2014–15.

Figure 5 provides a comparison of the department’s performance in increasing the value of Queensland Government procurement contracts won by Aboriginal and Torres Strait Islander businesses between 2012–13 and 2015–16.

Figure 5: Value of Queensland Government procurement from Aboriginal and Torres Strait Islander businesses (\$M)



Source: This data has been provided by the Department of Housing and Public Works Procurement Transformation Division.

Target Actual

During 2015–16, our department assisted Aboriginal and Torres Strait Islander businesses to supply goods and services to government across a wide range of categories, including:

- ▶ road construction services
- ▶ building construction business and administrative services
- ▶ management services
- ▶ computer equipment and accessories
- ▶ medical equipment
- ▶ classroom supplies.

Supply contracts were achieved across 21 Queensland Government departments.

The increase in Queensland Government procurement from Aboriginal and Torres Strait Islander businesses is in part due to the delivery of our department’s procurement and business development workshop program. The aim of the workshops is to increase the skills, knowledge, confidence and capability of businesses to respond to Queensland Government and private industry procurement opportunities.

In partnership with the Department of State Development and the Queensland Resources Council, we delivered 19 workshops across the state to provide Aboriginal and Torres Strait Islander businesses with advice on how to tender for government business, develop a business capability statement and develop an efficient and competitive business model. We also worked with the Queensland Resources Council to deliver three workshops, engaging in joint ventures and building good governance and development models for Traditional Owner organisations. A total of 447 owners and staff representing 307 businesses attended the workshops.

Cape York Peninsula Tenure Resolution Program delivered

The Cape York Peninsula Tenure Resolution Program involves working with Traditional Owners and other stakeholders to identify and transfer land for employment, business opportunities, nature conservation and cultural heritage protection.

Through this program, the state is changing the tenure of identified properties to Aboriginal freehold land and national park (named Cape York Peninsula Aboriginal land). The tenure changes allow Traditional Owners to return to live on their country and pursue employment and business opportunities in national park management, grazing, forestry, natural resource management and tourism.

Some significant conservation areas have been dedicated as jointly-managed national parks where opportunities to increase tourism-related business opportunities are being promoted as well as contracting opportunities for a range of services.

Our performance

Through the Cape York Peninsula Tenure Resolution Program, our department has transferred over 3,000,000 hectares of land back to Traditional Owners since the program commenced in 2007.

This land includes:

- ▶ existing national parks transferred to Aboriginal ownership and joint management
- ▶ new national parks under these arrangements
- ▶ Aboriginal freehold with Nature Refuge Agreements
- ▶ unfettered Aboriginal freehold land.

The land transfers have led to the creation of over 20 Aboriginal land holding entities that between them have an income of over \$3 million per annum. This income is generated through Queensland Parks and Wildlife funds (via a service agreement for national park management) and our department’s funds for Indigenous Land Use Agreement implementation. These Aboriginal land holding entities also employ over 100 people in administration and land management.

In 2015–16, our department transferred 54,500 hectares of state-owned Sandstone East land to Traditional Owners (April 2016). While this is a significant land transfer, it falls short of the expected land transfer of 765,011 hectares in 2015–16. The reason for the shortfall relates to the complexity and depth of negotiations required in these regions. The creation of jointly-managed national parks requires extensive negotiations with the Native Title-holders. Land transfers cannot be progressed without the consent of Traditional Owners and our department will always seek to have a fair and transparent negotiation process.

Performance measure

State-owned land transferred to Traditional Owners

Year	Target	Actual	Status
2014–15	700,000 ha	775,000 ha	✓✓
2015–16	765,071 ha	54,500 ha	✘

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

Increased home ownership in Aboriginal and Torres Strait Islander communities

Removing barriers to home ownership on Aboriginal and Torres Strait Islander land, and creating home ownership on freehold land, is critical to ensuring Aboriginal and Torres Strait Islander Queenslanders have access to home ownership.

The ability of home owners to hand a house on to the next generation is a strong driver for home ownership in remote Aboriginal and Torres Strait Islander communities. Not only does it provide a home owner with a solid social and economic foundation but it also provides an opportunity to create generational wealth and security for their families into the future.

Our performance

During 2015–16, our department worked in partnership with the Department of Housing and Public Works, the Department of Natural Resources and Mines, Trustees, local councils and Indigenous Business Australia to make 22 homes available for home ownership in 2015–16 (in line with our target). This is an increase of seven homes from 2014–15.

Performance measure

Number of houses made available through DATSIP involvement

Year	Target	Actual	Status
2014–15	20	15	✘
2015–16	22	22	✔

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

These homes were located in the communities of Yarrabah (11), Lockhart River (10) and Hope Vale (1); and were delivered through 99 year leasing, Land Holding Act resolutions and construction on freehold land.

The rollout of the Community Survey Program, Indigenous Land Use Agreements (ILUAs), the Planning Scheme Program and the Tenure Resolution Program by the Remote Indigenous Land and Infrastructure Program Office, has set up 1,508 lots to be made available for future home owners. These programs ensure that Native Title, development approval and survey issues have been addressed in order to lower the entry cost of home ownership.

Implementation of the Community Survey Program enables the ability to subdivide and provide effective land administration for individual lots supporting the ability to achieve home ownership.

Specific achievements under the Community Survey Program in 2015–16 included:

- ▶ completion of 29 of the 34 final Community Survey Plans
- ▶ registration of four final Community Survey Plans with the Department of Natural Resources and Mines (Aurukun, Mornington Island, Wujal Wujal and Yarrabah)
- ▶ completion of 6,592 individual lot surveys with 1,037 of these being registered with the Department of Natural Resources and Mines.

ILUAs are another critical step in removing barriers to home ownership by ensuring compliance with the requirements under Native Title. Specifically, ILUAs are negotiated to obtain Native Title consent for social housing and home ownership in areas where Native Title has not been extinguished.

During the year, social housing ILUAs were finalised for Badu, Warraber, Mer, Mabuig, Masig, Poruma, St Pauls, and Ugar Islands in the Torres Strait. Other ILUAs were commenced in Mapoon, Pormpuraaw, Lockhart River and the Torres Strait.

Shared services hub under development

Our department, through the Remote Indigenous Land and Infrastructure Program Office, is leading the establishment of a shared services hub to assist Aboriginal and Torres Strait Islander local governments and Registered Native Title Body Corporates to undertake land tenure, land use planning and the associated administration matters tenure.

Our performance

In 2015–16, the Remote Indigenous Land and Infrastructure Program Office, in conjunction with the Local Government Association of Queensland, began investigating a shared services hub model to assist Councils in addressing planning and tenure issues in their communities in the longer term.

This work included consultation with stakeholders within the Queensland Government and Australian Government to ensure a coordinated approach to this project, as well as the development of a communication plan to effectively communicate the role and services that will be provided.

Funding has also been secured for a further detailed feasibility study into the shared services hub model for local Councils and Trustees. The detailed feasibility study will address designing appropriate service delivery and organisational models, integrate legislative requirements, develop a communications strategy, and assess practical, operational aspects including analysis in regards to information technology, staff resourcing, and any legal implications.

Future directions

In 2016–17, our department will continue to increase the economic participation of Aboriginal people and Torres Strait Islander people in the Queensland economy by:

- ▶ implementing a new, whole-of-government strategy to increase the participation of Aboriginal people and Torres Strait Islander people in Queensland’s economy
- ▶ maximising employment and procurement 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 departments, the Public Service Commission’s Diversity and Equity Strategy and the Queensland Public Sector Workforce Strategy
- ▶ continuing engagement with the Indigenous Business Sector to:
 - better understand the sectors’ supply scope
 - help to grow Aboriginal and Torres Strait Islander businesses through increased procurement opportunities and capability building
 - ensure that capability building investment is demand-led, co-designed and collaboratively invested in across the Queensland Government

- ▶ piloting innovative projects that explore building the capacity of the Indigenous Business Sector
- ▶ transferring identified state-owned lands and national parks to formal Aboriginal ownership in Far North Queensland
- ▶ addressing land tenure issues in discrete Aboriginal and Torres Strait Islander communities to enable home ownership.

We will continue to measure our success through the economic participation performance measures (see Table 3).

Table 3: Economic participation performance measures for 2016–17

Strategic Objectives	2016–17 Performance Measures	2016–17 Targets
Create more job opportunities	Number of jobs for Aboriginal people and Torres Strait Islander people facilitated by DATSIP	500
	Percentage of Aboriginal people and Torres Strait Islander people successfully employed three months after placement	50%
Grow emerging businesses and increase home and land ownership	Number of Aboriginal and Torres Strait Islander businesses securing government procurement	100
	Value of government procurement from Aboriginal and Torres Strait Islander businesses	\$40 million
	Number of houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities	22
	Number of hectares of state land and national parks transferred to Traditional Owners in Cape York Peninsula	273,609 ha

04

Our community participation outcomes

Table of Contents

Community participation – strategic overview	35
Community participation – what we achieved	36
– Our highlights	36
Objective: Support connected communities	37
– Reparations Scheme launched	37
– Community and personal histories services delivered	38
– Quality retailing services provided	38
– Retail Stores: DATSIP in the heart of remote communities	39
– Aboriginal and Torres Strait Islander Cultural Capability Framework implemented	41
Objective: Strengthen social cohesion	41
– Strategies to reduce alcohol-related violence implemented	41
– Domestic and family violence response released	43
– Responding to youth sexual violence and abuse	43
– Welfare Reform program delivered	44
– Supported the community of Aurukun	45
– National Indigenous Reform Agreement progressed	46
– National Disability Insurance Scheme promoted	47
– Aboriginal and Torres Strait Islander Child Protection Service Reform Project progressed	47
Objective: Support communities to value cultures and heritage	49
– Aboriginal and Torres Strait Islander cultural heritage protected	49
– National Aborigines and Islanders Day Observance Committee (NAIDOC) celebrated	50
– Future directions	51

Community participation – strategic overview

Our strategic objectives:

- ▶ Support connected communities
- ▶ Strengthen social cohesion
- ▶ Support communities to value cultures and heritage

Queensland Government's objectives:

- ▶ Building safe, caring and connected communities
- ▶ Delivering quality frontline services
- ▶ Protecting the environment

Our plan to achieve this:

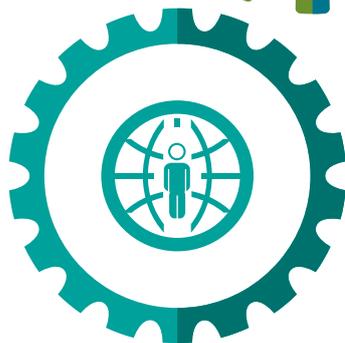
Support *connected communities*

by establishing a Taskforce and a fund to address the need for reparations for stolen wages; continuing to connect Aboriginal people and Torres Strait Islander people to their community and family histories; and providing quality retailing services in discrete communities.



Support *communities to value Aboriginal and Torres Strait Islander cultures and heritage*

by administering and managing cultural heritage legislation and assisting community organisations in delivering events that enhance Queenslanders' appreciation of Aboriginal and Torres Strait Islander cultures.



Strengthen *social cohesion*

within Aboriginal and Torres Strait Islander communities by supporting targeted communities to identify their preferred way to reduce alcohol-related violence, restore social norms, and re-establish local authority; and supporting initiatives that reduce domestic and family violence and ensure the safety of community members.



Community participation – what we achieved

Our highlights

During 2015–16, we:

- ▶ launched a reparations scheme for Aboriginal people and Torres Strait Islander people whose wages and/or savings were controlled under a range of racially discriminatory and coercive 'Protection Acts', in force between 1897 and 1986
- ▶ provided community and personal histories services through the department's professional researchers and archivists assisting Aboriginal people and Torres Strait Islander people to reconnect with their families and traditional country
- ▶ operated six Retail Stores in the discrete remote communities of Woorabinda, Palm Island, Lockhart River, Pormpuraaw, Kowanyama and Doomadgee to ensure residents have access to: a supermarket range of foodstuffs and drinks; a range of whitegoods, furniture, bedding, manchester and drapery; mobile phones and mobile 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)
- ▶ oversaw the Cultural Agency Leaders committee, which led to the implementation of the Aboriginal and Torres Strait Islander Cultural Capability Framework across the Queensland Government, to ensure that Aboriginal and Torres Strait Islander cultural considerations are an inherent part of their core business
- ▶ co-led with other government agencies and non-government partners the Aboriginal and Torres Strait Islander Child Protection Service Reform Project to address the disproportionate representation of Aboriginal and Torres Strait Islander children in Queensland's child protection system
- ▶ supported the development of a Queensland Government response to the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report
- ▶ delivered Opportunity Hubs, through the Welfare Reform program, to support community members in accessing economic, and social opportunities, and parenting programs to build the capacity of parents and carers of children and young people in Welfare Reform communities in Cape York
- ▶ supported the whole-of-government effort to achieve sustainable calm in Aurukun, working in collaboration with community leaders, including: Aurukun Shire Council, the broader Queensland Government and Australian Government departments, community organisations and service providers
- ▶ launched an innovative online portal that allows land users, Aboriginal and Torres Strait Islander parties, and members of the public to instantly access cultural heritage information maintained under the Aboriginal and Torres Strait Islander Cultural Heritage Acts.

Objective: Support connected communities

Reparations Scheme launched

On 18 December 2015, the Queensland Government launched a reparations scheme for Aboriginal people and Torres Strait Islander people whose wages and/or savings were controlled under a range of racially discriminatory and coercive ‘Protection Acts’, which had been in force between 1897 and 1986. This new scheme was initiated, in part, because Aboriginal people and Torres Strait Islander people felt the reparations schemes that had been in place since 1999 were ineffective.

Funding of \$21 million over three years was provided to support the new scheme and the reparations process, including the establishment of a special Taskforce of community representatives to advise government on who should be eligible for a reparations payment and how the assessment process should work.

Our department was tasked with leading the establishment and functioning of the Taskforce and managing the reparations process, under the guidance of the Taskforce.

Our performance

We established the Stolen Wages Reparations Taskforce (the Taskforce) on 17 August 2015. The Taskforce comprised 11 members who were selected through a state-wide nomination process. Mick Gooda, the Aboriginal and Torres Strait Islander Social Justice Commissioner at the Australian Human Rights Commission was appointed as Chair of the Taskforce.

The role of the Taskforce was to provide advice and recommendations to the Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport on the new Reparations Scheme.

The Taskforce’s report, *Reconciling Past Injustice*, released on 26 May 2016, detailed the final recommendations for the reparations process and the Queensland Government’s response to these recommendations was released on the same day.

The Taskforce consulted widely with affected communities throughout the state to inform the report’s recommendations. This consultation included:

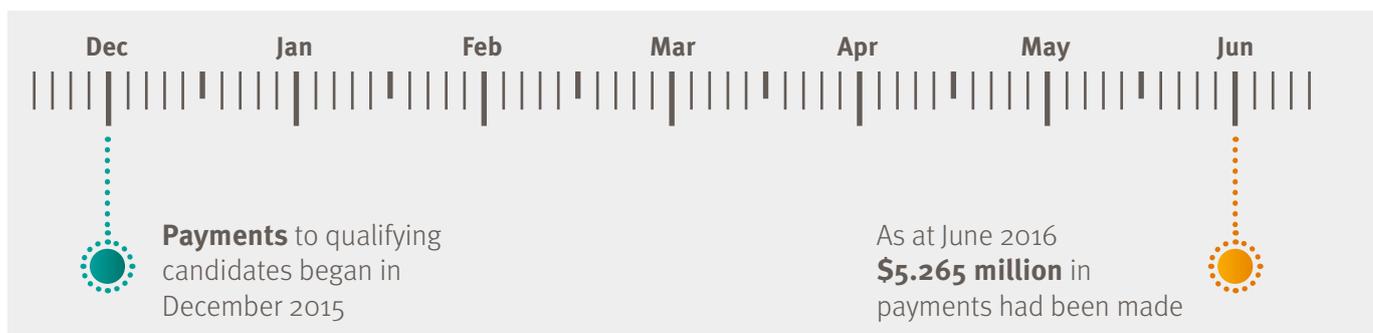
- ▶ 60 consultation meetings, across 50 locations, with approximately 1,100 people in attendance
- ▶ consideration of more than 500 written submissions received between September and November 2015.

As a result of this consultation, the Taskforce recommended:

- ▶ the formal closure of the Aborigines Welfare Fund Bank Account as a gesture of reconciliation
- ▶ a public acknowledgement of financial contributions of Aboriginal people and Torres Strait Islander people towards the development of key Queensland infrastructure through monuments, memorials and other forms of acknowledgement
- ▶ establishing a Reparations Review Panel to consider previously ineligible applications to ensure as many Aboriginal and Torres Strait Islander Queenslanders as possible have access to the Reparations Scheme
- ▶ funding scholarships to enable Aboriginal people and Torres Strait Islander people to document their history, experiences and perspectives during government control of their wages and savings under the ‘Protection Acts’.

In addition to this, our department began issuing payments to eligible claimants in December 2015 and, as at 30 June 2016, \$5.265 million in payments had been made to claimants (shown in Figure 6).

Figure 6: Reparations Scheme—Payments made to eligible claimants



Community and personal histories services delivered

There are a significant number of Aboriginal people and Torres Strait Islander people who have lost their connection with their families and/or their community history. This can have an enormous impact on the lives of those affected.

Both 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.

The government has access to a wide range of archival records which were created about Aboriginal people and Torres Strait Islander people who were subject to government control.

Our department provides community and personal histories services through the department's professional researchers and archivists who make a major contribution to Aboriginal people and Torres Strait Islander people in helping them reconnect with their families and traditional country.

Community and personal histories services can be requested at any time and are carried out by our researchers for Aboriginal people and Torres Strait Islander people at no charge to the requestor. 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.

Our performance

In 2015–16, our department received 1,065 requests for community and personal history information, which included 222 Redress research requests and 166 Native Title research requests. Redress research requires staff to search for evidence of children's placements in mission and reserve dormitories. Native Title requests involve searching for records for all direct ancestors and finding evidence of where families were originally removed from and their connection to country.

During the year, 821 community and personal history requests were fully completed, with 79 per cent completed within required timeframes. The department was unable to meet the planned performance target due to the unusually large volume of Redress requests received from Crown Law during the financial year. These requests were made on an urgent basis as they were required for mediation processes. Despite the high workload, our department was able to finalise 145 Native Title research requests and 239 Redress research requests, which included 222 Redress requests from the 2015–16 financial year and 17 Redress requests from the previous financial year.

Quality retailing services provided

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

Our performance

During 2015–16, the Retail Stores had a turnover (six stores) of \$27.9 million, with all stores contributing to a profit of \$1.8 million (see Figure 7).

All profits have been reinvested in working capital, plant and equipment and infrastructure upgrades for these stores, including:

- ▶ a new roof was installed at the Kowanyama store for \$210,000
- ▶ back-up diesel generators were installed in two stores, Lockhart River in October 2015 at a cost of \$100,000 and Palm Island during June 2016 at a cost of \$120,000
- ▶ refrigeration was upgraded in September 2015 to improve energy efficiency and the retailing experience in Woorabinda at a cost of \$70,000 and Palm Island at a cost of \$380,000.

During the year, we also undertook a project to investigate future operating models for Retail Stores to ensure their ongoing viability. The Queensland Government is currently considering the options identified through the review and once determined, the model will be implemented in 2016–17.

Retail Stores: DATSIP in the heart of remote communities

Figure 7: Retail Stores turnover in 2015–16



In Australia, remote and very remote Aboriginal and Torres Strait Islander communities with small populations have difficulty in attracting medium and large grocery retailers, leaving many of these communities with limited food options, especially during the wet season when access to communities is cut off.

Access to nutritious food and drinks is also a key part of a healthy lifestyle and the stores have an influential role in promoting healthy food. The stores also play other crucial roles—they are an important part of community life and offer employment and training opportunities for local people. In fact, 86 per cent of staff in these stores are local people who identify as Aboriginal and/or Torres Strait Islander, giving them vital employment and training opportunities.

The Retail Stores are, at their core, supermarkets. However, with a lack of general goods available in these remote locations (e.g. Kowanyama is over 600km away from Normanton and over 1,000km away from Cairns), some stores supply goods and services usually available in department stores, hardware stores, electrical retailers and service stations. Various merchandise is stocked in a number of stores including whitegoods, drapery, manchester, furniture, auto accessories, oils, power cards, as well as fuel and domestic gas bottles.

The stores are operated on a not-for-profit and not-for-loss basis, with all surpluses injected straight back into the infrastructure of the stores. This is no more evident than in 2015–16, where major upgrades have been made to a number of stores, including Kowanyama and Doomadgee.

The stores' aim is to help residents with making healthier food choices through a structured pricing system offering healthier food products at competitive prices. Essential items, such as fresh fruit and vegetables, baby foods, bread, milk, water and reduced sugar soft-drinks are priced favourably when compared to less essential items.

The stores also help prepare the communities for the wet season each year by bringing in a large amount of non-perishable stock before the wet season begins.

Fast facts:

- DATSIP Retail Stores are operated directly by the department in Aboriginal communities
- Torres Strait and Northern Peninsula Area stores are operated indirectly through a statutory body (IBIS)
- DATSIP Retail Stores are located in six Aboriginal communities: Woorabinda, Palm Island, Lockhart River, Pompokuraaw, Kowanyama and Doomadgee.

Doomadgee Store case study

Traditional cultures: The Gangaliddan and the Waanyi people

Doomadgee population: 1,300 people

Store manager: Anton Smith

Anton has been manager at the Doomadgee Retail Store for four years after a number of years doing remote retail work in Arnhem Land.

'Doomadgee is an excellent community with good people, everyone has a wonderful sense of humour and everyone cares – I love working with Aboriginal people,' Anton said.

'The store is the 'mother store' of the community, bringing in the vital supplies, with a roadhouse and a bakery the only other options in town.'

The Retail Store stocks not only groceries and essentials, but also items like beds, mattresses, televisions, furniture and clothing and new stock is flown in every ten days.

'We also have very fresh and cheaply-priced fruits and vegetables and we keep three months of stock on hand during the wet season, because we can be completely cut off for that time.'

The Doomadgee store has undergone extensive improvements to refrigeration, including the addition of a large cold storage room, new display fridges, remote monitoring and new storage racking.

'Ergon also did a power audit a little while ago and we have reduced our power consumption and costs by 35 per cent, which is important when the community is powered by diesel generators and the diesel needs to be trucked in,' Anton said.

'Having better refrigeration, better monitoring and better power-saving systems really helps maintain the communities' food security,' he said.

Anton credits part of the success of the store to having a really good team of local Aboriginal staff.

'Everybody is here to make the store better and they take great pride in it,' he said.

Staff member: Digger

Digger started working at the Doomadgee store 15 years ago. He started by fixing bicycles for them for a few hours a week.

'I just kept turning up whether there were bikes to fix or not, so they eventually asked me if I wanted a job,' Digger said.

'This job has changed my life and the pay cheque definitely helps with a large family!'

'I got my first certificate in this job about eight years ago after doing training in dealing with fresh fruit and veg – I felt really good that day,' he said.

Digger said that a lot has changed at the store and getting the food in and out of the fridges and freezers is so much easier – the food often used to spoil while waiting to be packed away by hand.

'Everyone's happy with the new store and tourists who find their way out here are really surprised by it,' he said.

Customer: Carlene

Carlene has shopped at the store all her life and is very happy with the recent improvements to the store. She likes many things: the great variety and the ability to special order goods, but she is especially impressed by Anton and his management of the store.

'This store is very important in Doomadgee – if we didn't have it, we would be travelling 600km to Mount Isa just to do the grocery shopping,'

Carlene was also delighted when the nutritionist came in and did cooking demonstrations in the store.

'She put recipes up in the store that were really handy to help us eat in more healthy ways and I discovered new ways to cook and serve vegetables,' Carlene said.

Aboriginal and Torres Strait Islander Cultural Capability Framework implemented

There is recognition that Queensland Government departments need to be both culturally aware and culturally sensitive in planning and operating their services. It is also understood that there needs to be a robust approach to redress the social and economic imbalances for Aboriginal people and Torres Strait Islander people and to meet their unique needs.

To help achieve this, the Queensland Government endorsed the Aboriginal and Torres Strait Islander Cultural Capability Framework in June 2015 to build cultural capability across Queensland Government departments.

Our department oversees the Cultural Agency Leaders Committee, formed in May 2013. This Committee leads the implementation of the Aboriginal and Torres Strait Islander Cultural Capability Framework across Queensland Government departments to ensure that Aboriginal and Torres Strait Islander cultural considerations are an inherent part of their core business.

Our performance

In 2015–16, our department oversaw the development of the Cultural Capability Action Plan across government. As at 30 June 2016, all Queensland Government departments had developed a Cultural Capability Action Plan that aligned with the Aboriginal and Torres Strait Islander Cultural Capability Framework. This helps to ensure the creation of a culturally capable workforce across the Queensland Public Service and supports greater economic participation for Queensland's Aboriginal people and Torres Strait Islander people through stronger partnerships, responsive services and sustainable employment.

The Action Plans contained a wide variety of initiatives, which included amongst others:

- ▶ ensuring the use of respectfully acknowledging Traditional Owners and Welcome to Country where appropriate
- ▶ fostering the recruitment, retention and development of Aboriginal and Torres Strait Islander staff
- ▶ building internal cultural capability and awareness through training and development
- ▶ reviewing community engagement processes to ensure the perspectives of Aboriginal and Torres Strait Islander people are fully considered at all stages of policy and program development, and service delivery.

We will continue to work with departments to review and refresh Cultural Capability Action Plans for 2016 and beyond to ensure that the plans are being implemented and have a genuine and positive result for the Queensland Government and Aboriginal and Torres Strait Islander communities.

As at 30 June 2016, 79 per cent of the departments' actions in their Action Plans were on track, 14 per cent were awaiting implementation and only 7 per cent of the actions were under review by departments as to how they could be progressed.

For information regarding the Department of Aboriginal and Torres Strait Islander Partnerships Cultural Capability Action Plan, please refer to page 63 of this report.

Objective: Strengthen social cohesion

Strategies to reduce alcohol-related violence implemented

Alcohol-related harm remains unacceptably high across Aboriginal and Torres Strait Islander communities in Queensland. One of the key harm indicators is reported offences against the person. In the broader Queensland community, rates of reported offences against the person were six per 1,000. Across the 19 discrete communities with alcohol restrictions in place, rates of reported offences against the person ranged from five to 23 times the state-wide rate (Source: *Annual Bulletin for Queensland's Discrete Indigenous Communities 2014–15*).

Our department is committed to working with Aboriginal and Torres Strait Islander communities so that they can experience the same levels of community and individual safety and wellbeing as the rest of Queensland.

In order to reduce alcohol-related harm, our department is partnering with individuals, families, community leaders, service providers and other government departments to regulate the supply and management of alcohol in discrete Aboriginal and Torres Strait Islander communities in Queensland.

Our performance

During 2015–16, our department commenced a review to examine the effectiveness of Alcohol Management Plans and identify strategies to reduce the supply of, and demand for, alcohol and address the harm associated with alcohol misuse.

To support this review, the Director-General, Department of Aboriginal and Torres Strait Islander Partnerships wrote to Mayors and Councils of discrete communities inviting them to submit any further advice on their community's preferred way forward.

Submissions were received from all communities with Alcohol Management Plans in place. The proposals reflect the ongoing challenge posed by alcohol in communities, in particular the challenge posed by illegal trafficking (sly grog) and production (homebrew) of alcohol. They also included a wide range of alcohol management options, including:

- ▶ per person carriage limits (instead of per vehicle carriage limits)
- ▶ by-laws relating to the sale and supply of alcohol
- ▶ services aimed at helping individuals to reduce harmful drinking
- ▶ protection for vulnerable people from alcohol fuelled disruption and violence.

The community proposals, together with analysis of existing alcohol support services, data of alcohol-related harm, and input from stakeholders and experts, will shape the final recommendations of the Alcohol Management Review, which will be presented to the Queensland Government for consideration in 2017.

Coming together to improve community participation outcomes

In November 2015, our department hosted a Community Futures Summit in Yarrabah led by the Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport. Mayors and community leaders joined the Treasurer.

Leaders committed to work together to improve social and economic well-being for Aboriginal and Torres Strait Islander Queenslanders.

A range of significant commitments were initiated at this Summit and included:

- ▶ the Ministerial Champions Program which partners a Queensland Government Minister with a discrete community to improve communication with government and drive better outcomes
- ▶ the Investing Together Forum highlighting the untapped investment opportunities and joint ventures available in North Queensland, particularly in the growth markets of agriculture and tourism
- ▶ a review to ensure that outcomes from government investment are maximised.

Domestic and family violence response released

On 28 February 2015, the Special Taskforce on Domestic and Family Violence in Queensland handed down their report, *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland*. On 18 August 2015, the Premier released the Queensland Government's Response to the Special Taskforce's Report, accepting all 121 of the government recommendations and supporting the 19 non-government recommendations.

The Domestic and Family Violence Prevention Strategy was released on 19 February 2016 alongside the First Action Plan for 2015–16. Aboriginal people and Torres Strait Islander people contributed to this important strategy through forums that were held across the state.

The department's role is to lead and support the implementation of a number of recommendations of the Report, including Recommendation 93 regarding amending the *Family Responsibilities Commission Act 2008* to include the requirement for a court to notify the Family Responsibilities Commission when a protection order under the *Domestic and Family Violence Protection Act 2012* is made naming a welfare reform community resident as a respondent.

Our performance

The Family Responsibilities Commission Amendment Bill was passed in Parliament on 1 December 2015, to give effect to Recommendation 93. This Legislative Amendment took effect on 17 December 2015.

Our department continued, and will continue, to work with other government agencies to develop integrated responses to domestic and family violence in a number of locations including the three trial sites of Logan/Beenleigh, Mount Isa and Cherbourg. The trials of integrated service provision in these locations will bring together local service providers and departments to co-design and develop a model for a fully integrated response to domestic and family violence.

Responding to youth sexual violence and abuse

Our department is committed to taking positive action focused on preventing youth sexual violence and abuse in Queensland.

In April 2016, the Queensland Government released a previously embargoed report *Preventing Youth Sexual Violence and Abuse in West Cairns and Aurukun: Establishing the scope, dimensions and dynamics of the problem*. This report re-invigorated the commitment to work with the community and across government on preventing youth sexual violence and abuse.

The Queensland Government established a steering committee with an independent chair, the Honourable Justice Stanley Jones AO QC. The steering committee, established for a period of up to 12 months, includes representatives from the Queensland Government and Australian Government departments, local government, and community and peak organisations. Committee members were selected from across Queensland to provide a broad range of expertise and insight on the issue of youth sexual violence and abuse.

The steering committee is:

- ▶ considering the efficiency and effectiveness of the activities of all tiers of government in response to youth sexual violence and abuse in West Cairns and Aurukun
- ▶ investigating the prevalence and impact of this issue more broadly across Queensland.

The steering committee is to make recommendations about the appropriateness of the responses to youth sexual violence and abuse in 2016–17.

Our performance

Our department hosts the whole-of-government secretariat to support this work. In 2015–16, we:

- ▶ established the steering committee and secretariat
- ▶ began a literature review
- ▶ conducted a review of actions and services which respond to youth sexual violence and abuse in West Cairns and Aurukun
- ▶ commissioned research and data analysis to assist in understanding the prevalence of youth sexual violence
- ▶ supported consultations by the steering committee's Chair
- ▶ provided meeting and secretariat support for three steering committee meetings and out-of-session work.

Welfare Reform program delivered

Our department has a key role in leading 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.

Funding for the program of \$8 million per annum ongoing was approved by the Queensland Government in the 2015–16 budget so that valuable initiatives which are aimed at strengthening the five communities could continue.

A key mechanism supporting Queensland's Welfare Reform program is the Family Responsibilities Commission (FRC), an independent statutory body, established under the *Family Responsibilities Commission Act 2008* (the FRC Act). The FRC works to restore local authority and build stronger and more resilient communities through 31 Aboriginal and Torres Strait Islander Local Commissioners appointed across the five Welfare Reform communities.

The Local Commissioners work with the Family Responsibilities Commissioner and Deputy Commissioner to convene conferences with community members, triggered when the FRC is notified of a breach under the FRC Act. These triggers include:

- ▶ child school absenteeism or non-enrolment
- ▶ conviction for a criminal offence in a Court, including the Children's Court
- ▶ a domestic and family violence protection order is made
- ▶ a child safety report is made
- ▶ a public tenancy agreement is breached.

The FRC encourages community members to voluntarily attend services, such as drug and alcohol rehabilitation, and if the concerns continue the FRC can order that welfare payments be subject to income management.

Our performance

During 2015–16, our department:

- ▶ delivered Opportunity Hubs to support community members to access economic and social opportunities, and parenting programs to build the capacity of parents and carers of children and young people in the four Welfare Reform communities in Cape York
- ▶ provided youth development activities in Aurukun and Doomadgee to connect with disengaged youth and reduce offending
- ▶ contributed to the supply and installation of the CCTV system in Aurukun to enhance community safety
- ▶ amended the FRC Act to add the domestic violence trigger
- ▶ reviewed the effectiveness of the Queensland Government's investment in the program
- ▶ delivered secretariat support for four meetings of the Welfare Reform Advisory Board and two meetings of the Family Responsibilities Board
- ▶ supported the operations of the FRC.

Supported the community of Aurukun

During the 2015–16 year, the Cape York community of Aurukun faced unrest and closure of its school, Cape York Academy, during May and June 2016.

Our department has supported the whole-of-government effort to achieve sustainable calm in Aurukun, working in collaboration with community leaders, including: Aurukun Shire Council, across Queensland Government and Australian Government departments, community organisations and service providers.

The Premier, the Honourable Anastacia Palaszczuk MP, announced in Parliament on 14 June 2016, a Four Point Plan to build community safety, ensure access to education, strengthen the community, and harness jobs and economic opportunities. A Senior Government Coordinator, Brendon McMahon, was appointed in May 2016 to ensure effective coordination of effort across government departments and other organisations.

Our performance

In 2015–16, our department supported the Women's Group and Men's Group to facilitate representation across clan groups to build leadership and explore ideas for peacemaking. Development of a statement of agreed community values was progressed.

Significant upgrades to the infrastructure have occurred, including improvements to the Aurukun Sports Hall and a significant increase in the number of CCTV cameras.

Our department has also commenced facilitating the development of proposals for upgrades to infrastructure to provide community facilities and the use of outstations to build connection to land and culture.

Rebuild of the Aurukun PCYC

With limited resources in Aurukun for youth to engage in extracurricular activities, the refurbishment of the Aurukun Sports Hall commenced in April 2016. The hall had not been used on a regular basis for a number of years and it had fallen into disrepair.

Work included the demolition of the old fence and excavation of the existing concrete slab to allow the installation of drainage and support posts for the steelwork of the mezzanine floor to be erected. The refurbishment also included the building or upgrade of store areas, toilet facilities, office spaces, youth space, kitchen and a gym.

The project was completed in June 2016 with the renovated sports hall being named Winchanam Ngench Thayan by the Aurukun Shire Council.

The upgrade now provides the community with a multi-purpose building with improved facilities and is a safe place to be. The modern facility will provide programs to promote healthy and active lives benefiting the young people and community of Aurukun.

The PCYC are currently funded by the Queensland Government to deliver youth development activities which reduce disengagement and offending behaviour. The extensive refurbishment will not only improve the delivery of these programs to the youth of Aurukun but has also created local employment opportunities with the Aurukun PCYC.

This facility can now also be utilised as an events centre, hosting major community events including cultural, sport and community events such as NAIDOC celebrations. These events could attract new visitors to the community who may be potential investors in local businesses such as the restaurant, retail store and art gallery.

The rebuild of the Aurukun PCYC was jointly funded by the Queensland and Australian Governments.

National Indigenous Reform Agreement progressed

Government effort to close the gap in life outcomes between Indigenous and non-Indigenous Australians has been a key focus of the National Indigenous Reform Agreement, which has been agreed to by all states and territories.

Achievements and outcomes against seven targets that broadly cover the areas of life expectancy, childhood mortality, education and employment are reported annually in the *Closing the Gap Report: Prime Minister's Report 2016*. The Report was released on 10 February 2016 and shows that while there have been some improvements in closing the gap, overall progress is varied.

The results emphasise that effort and investment by all levels of government and the community is needed to close the gap in life outcomes between Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians.

Nationally, two targets are on track – halving the gap in child mortality by 2018 and halving the gap in Year 12 attainment by 2020. However, despite these achievements, much work still needs to be done.

In Queensland, mortality rates decreased by 26 per cent for Indigenous children aged 0–4 years between 2007–11 and 2010–14. Nationally, the decline was 22 per cent. Queensland now has the second lowest rate of Aboriginal and Torres Strait Islander child deaths to non-Indigenous child deaths.

For year 12 attainment, nationally there was an increase from 45.4 per cent in 2008 to 58.5 per cent in 2012–13. For Queensland, over the same period, the increase was from 52.9 per cent to 65.7 per cent.

In addition, the report highlights that Queensland Indigenous students have shown the largest improvement in seven of the eight National Minimum Standards tests from 2008 to 2015.

In the department's 2015–19 Strategic Plan, our department committed to leading whole-of-government efforts in implementing the National Indigenous Reform Agreement in 2015–16 and closing the gap in life outcomes.

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

Our performance

During 2015–16, our department led and supported responsive and innovative solutions that are essential to addressing current disparities and building a promising future for Aboriginal and Torres Strait Islander Queenslanders. These included:

- ▶ delivering the Youth Employment Program which supports Aboriginal and Torres Strait Islander young people looking to enter the workforce or undertake further education
- ▶ developing a whole-of-government strategy to improve economic participation outcomes for Aboriginal and Torres Strait Islander Queenslanders through skilling, training and employment, and business growth and development
- ▶ leading, co-leading and supporting a number of initiatives arising out of the domestic and family violence and child protection reform programs
- ▶ supporting the National Partnership Agreement on Universal Access to Early Childhood Education, which includes performance indicators aligned with the renewed Closing the Gap early education target of 95 per cent of all Aboriginal and Torres Strait Islander four-year olds to be enrolled in early childhood education by 2025
- ▶ supporting the Making Tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033: investment strategy 2015–18
- ▶ supporting the Working Queensland Jobs Plan, which provides a range of employment pathways to increase participation in the labour market for all Queenslanders including Aboriginal and Torres Strait Islander Queenslanders.

National Disability Insurance Scheme promoted

The National Disability Insurance Scheme (NDIS) began with an early launch in January 2016 for Townsville, Palm Island and Charters Towers. The Bilateral Agreement between the Queensland Government and Australian Government was signed in March 2016, paving the way for the start of the staged full scheme roll-out from 1 July 2016, initially in North Queensland.

The scheme is a new way of providing individualised support for eligible people with a disability. It will transform the way Queenslanders with a disability are supported and change the way disability services are funded, to a more client self-directed approach. The scheme potentially opens up benefits for a broader range of Aboriginal people and Torres Strait Islander people with a disability to access and manage how their support is provided.

We are working 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 and support entry to the NDIS. We are also promoting the employment and economic development benefits that can flow for Aboriginal and Torres Strait Islander communities, employees and businesses and assisting Aboriginal and Torres Strait Islander service providers in the transition process.

Our performance

In 2015–16, our department continued to advocate for Aboriginal people and Torres Strait Islander people to obtain the full benefit from the NDIS by participating in a number of whole-of-government forums and promoting opportunities for clients, the workforce and businesses.

We provided advice and guidance on engaging with and involvement by Aboriginal people and Torres Strait Islander people with disability, and assisted current and potential service providers to register and navigate the system, as well as promoting the employment opportunities from the scheme.

At a regional level, we worked to ready the North Queensland communities of Palm Island, Townsville and Charters Towers for the early rollout of the NDIS by disseminating information to the community and informing the development of the NDIS's Indigenous engagement strategy.

Aboriginal and Torres Strait Islander Child Protection Service Reform Project progressed

Aboriginal and Torres Strait Islander children are over-represented in Queensland's child protection system. While the majority of Aboriginal and Torres Strait Islander children are safely cared for by their families and communities, they are eight times more likely to be in out-of-home care than non-Indigenous children (Source: *Supporting Families Changing Futures: Advancing Queensland's child protection and family support reforms*).

In response to the 2013 Queensland Child Protection Commission of Inquiry's report *Taking Responsibility: A Roadmap for Queensland Child Protection*, our department (together with the Department of Communities, Child Safety and Disability Services, other Queensland Government departments and non-government partners) has been actively leading a range of initiatives intended to address this over-representation. More recently, our department has been co-leading the development of a strategy and action plan designed to support Aboriginal and Torres Strait Islander children and families experiencing vulnerability, working in partnership with Elders and senior leaders of community organisations. The Queensland Government will consider the action plan by the end of 2016.

In response to the recommendations of the Queensland Child Protection Commission of Inquiry, our department (together with the Department of Communities, Child Safety and Disability Services and the Department of the Premier and Cabinet) is co-leading the Aboriginal and Torres Strait Islander Child Protection Service Reform Project (Service Reform Project). The Service Reform Project aims to reduce the number of Aboriginal and Torres Strait Islander children and families in the child protection system, especially in out-of-home care. We are achieving this in a number of ways:

- ▶ improving access to existing universal, early intervention and family support services, with an emphasis on the right service at the right time
- ▶ developing appropriate community-based referral processes, including differential responses, that build on community responsibility at the local level and incorporate a collaborative case-management approach for high-needs Aboriginal and Torres Strait Islander families
- ▶ providing Aboriginal and Torres Strait Islander children and families with better access to culturally-appropriate programs and services.

As part of the *Taking Responsibility: A Roadmap for Queensland Child Protection* reforms, our department is also working with key partner departments on a number of specific discrete community reforms. These include promoting Dry Place Declarations and ensuring Alcohol Management Plans remain focused on community safety, particularly for those most vulnerable, including women and children.

A 'dry place' is a residence where no alcohol is permitted. Dry Place Declarations are available in all discrete Aboriginal and Torres Strait Islander communities, as well as Mossman Gorge and Coen.

Dry Place Declarations are a powerful, voluntary tool that strengthens the authority of individuals and families to restrict alcohol consumption in their homes, by making it an offence. Dry Place Declarations are one component of a range of interventions that support communities to manage alcohol misuse and associated harm.

Our performance

PricewaterhouseCoopers Indigenous Consulting (PwC Indigenous Consulting) was engaged to support the Service Reform Project and has undertaken extensive consultation, including design jams (involving co-design of solutions with stakeholder participants, including community members and service providers) to inform the project.

PwC Indigenous Consulting has also reviewed the Safe House model in discrete communities and considered the current role of Safe Houses, the viability of extending the Safe House model, and whether Safe Houses provide a suitable out-of-home care option for Aboriginal and Torres Strait Islander children and young people to remain connected to their community with appropriate support.

The results of this project will be crucial in the development and implementation of the strategy and action plan for Aboriginal and Torres Strait Islander children and families experiencing vulnerability.

In 2015–16, our department, in conjunction with the Department of Justice and Attorney-General, developed and implemented a strategy to promote Dry Place Declarations, which included: a factsheet, web content, an operational procedure and a regional engagement strategy. We will continue to promote the use of Dry Place Declarations and report to the Queensland Government on their take up in communities.

As at 30 June 2016, there were 55 Dry Place Declarations across 15 discrete Aboriginal and Torres Strait Islander communities, Coen and Mossman Gorge.

Objective: Support communities to value cultures and heritage

Aboriginal and Torres Strait Islander cultural heritage protected

Our department, through the Cultural Heritage Unit, manages Queensland's Aboriginal and Torres Strait Islander cultural heritage. It does this through administering two pieces of legislation: the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003* (the cultural heritage Acts).

Protecting cultural heritage is an important role as it helps to preserve the complexity and diversity of Aboriginal and Torres Strait Islander cultures of Australia, the oldest living cultural history in the world.

Land users, such as local Councils, Queensland Government departments, engineering firms, energy and resources companies and property developers can check whether any cultural heritage sites and places have been previously recorded on the department's cultural heritage database. An easier and more efficient search process enables land users and Traditional Owners to meet their obligations under the cultural heritage Acts.



Our performance

In July 2015, the department transformed the way cultural heritage information was accessed and shared by launching an innovative online portal that allows land users, Aboriginal and Torres Strait Islander parties, and members of the public to instantly access cultural heritage information maintained under the cultural heritage Acts. The information is presented in a 'spatially-enabled' geographic information system map allowing access to information about sites and places recorded on the department's Aboriginal and Torres Strait Islander database.

Since its launch, we have conducted eight training workshops throughout Queensland to 87 customers and the system has been used to search over 17,000 land parcels for cultural heritage compliance purposes. The system cost \$223,000 (including GST) after customisation and is part of a unique and innovative intellectual property agreement with the Victorian Government to leverage significant cost savings and to share learnings and intellectual property investments between state governments.

Performance measure

On-time delivery of cultural heritage searches

Year	Target	Actual	Status
2014–15	> 95%	100%	✓✓
2015–16	> 95%	100%	✓✓

Source: Aboriginal and Torres Strait Islander database.

During the year, the department also initiated a review of the gazetted Cultural Heritage Duty of Care Guidelines (the Guidelines). Given the length of time since the original gazettal of the Guidelines in 2004, it was considered appropriate to review the Guidelines in 2015–16. The Guidelines provide assistance to land users seeking to comply with the cultural heritage duty of care as defined by Part 3 of the cultural heritage Acts.

A discussion paper that provides a contextual background and outlines the legislative framework and the purpose of the Guidelines will be released in August 2016 for consideration by interested members of the public. It is anticipated that the Guidelines will be revised and re-gazetted by June 2017.

Another achievement was working with the Queensland Museum to establish the Queensland Museum Repatriation Fund. The Queensland Museum has the primary responsibility for coordinating the repatriation and care of ancestral remains held by the state and is the primary contact point for Traditional Owners seeking the return of their ancestors.

The Repatriation Fund provides financial assistance to help communities repatriate the remains of Aboriginal and Torres Strait Islander people, burial goods and secret or sacred objects that were collected by the Queensland Museum and other institutions in the past. The state currently holds burial remains of around 600 Aboriginal and Torres Strait Islander Queenslanders.

The fund was launched on 10 May 2016 with an initial contribution of \$150,000 comprising equal contributions from the Department of the Premier and Cabinet, Queensland Health, and the Queensland Museum. The fund will be augmented with corporate and public donations.

Additionally, DATSIP provided funding of \$154,000 to transfer the ancestral remains of approximately 200 Aboriginal people and Torres Strait Islander people located at Forensic and Scientific Services, Coopers Plains, to the Secret/Sacred Store, Queensland Museum, South Bank. These are mostly remains that have been removed during police investigations or handed in to police by private collectors.

The funding was used to upgrade required storage facilities at the Queensland Museum and to employ an Aboriginal Assistant Collection Manager to coordinate the transfer process.

National Aborigines and Islanders Day Observance Committee (NAIDOC) celebrated

NAIDOC week is the most significant cultural celebration on the calendar for Aboriginal and Torres Strait Islander Queenslanders, and presents an opportunity to raise awareness and understanding of Aboriginal and Torres Strait Islander cultures.

Since our department's establishment in April 2012, we have been organising NAIDOC initiatives with increasing success each year. In 2015, NAIDOC Week ran from Sunday, 5 July to Sunday, 12 July.

The department organises NAIDOC week initiatives and ensures that there is an increase in the level of cultural appreciation amongst attendees at the events.

Our performance

In 2015–16, we supported more than 65 NAIDOC events throughout Queensland including the following signature events:

- the official opening of the Queensland Museum *This is my heritage* exhibition which highlights the profound connection that objects have to family, country and culture through personal reflections and experiences of 12 of Queensland's leading Indigenous artists, educators and entrepreneurs
- the Musgrave Park Family Fun Day which attracted over 20,000 visitors and was a celebration of Aboriginal and Torres Strait Islander history, cultures, achievements and aspirations.

NAIDOC week event participants were surveyed to determine whether or not the event contributed to an increase in cultural awareness and appreciation.

Ninety-seven per cent of individuals surveyed reported an enhanced appreciation of Aboriginal and Torres Strait Islander cultures after attending NAIDOC week events. This year's result represents a three per cent increase in appreciation levels compared to the previous year.

Performance measure

Percentage of people participating in National Aborigines and Islanders Day Observance Committee (NAIDOC) events who believe that the event enhanced their appreciation of Aboriginal and Torres Strait Islander cultures

Year	Target	Actual	Status
2014–15	New measure – baseline to be set	94%	✓
2015–16	90%	97%	✓✓

Source: Enhanced Appreciation Dataset from survey.

Future directions

In 2016–17, our department will continue to improve the community participation of Aboriginal people and Torres Strait Islander people in Queensland’s social and cultural life.

Key strategies that will be implemented include:

- ▶ supporting reconciliation for Aboriginal and Torres Strait Islander Queenslanders through the Reparations Scheme
- ▶ supporting Welfare Reform communities in restoring social norms and discrete communities in reducing alcohol-related violence
- ▶ co-leading the child and family reform agenda to reduce over-representation in the child protection system
- ▶ developing an Aboriginal and Torres Strait Islander Justice Strategy, within a whole-of-government justice framework
- ▶ continuing to work with partner departments to prevent and address the impacts of domestic and family violence in Aboriginal and Torres Strait Islander communities, including active involvement in the development and implementation of integrated service response trials

- ▶ leading Queensland’s contribution to the National Indigenous Reform Agreement to close the gap in life outcomes for Aboriginal and Torres Strait Islander Queenslanders
- ▶ working with all levels of government and the early childhood sector to close the gap in early childhood outcomes
- ▶ developing an investment framework to maximise social and economic outcomes for Aboriginal and Torres Strait Islander Queenslanders.

We will continue to measure our success through the community participation performance measures (see Table 4).

Table 4: Community participation performance measures for 2016–17

Strategic Objectives	2016–17 Performance Measures	2016–17 Targets
Support safe, caring and connected communities	Total amount paid to Aboriginal and Torres Strait Islander Queenslanders in reparations	\$7.2 million
	Average cost per community and personal history request processed	\$3,000
Support communities to value cultures and heritage	Percentage of customers satisfied with services provided by DATSIP through the Aboriginal and Torres Strait Islander cultural heritage online portal	Baseline to be established – new measure
	Average cost per cultural heritage search request processed	\$50
	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	95%

05

Know our customer communities and build partnerships

Table of Contents

Know our customer communities and build partnerships – strategic overview	53
Know our customer communities and build partnerships – what we achieved	54
– Our highlights	54
– Future directions	57

Know our customer communities and build partnerships – strategic overview

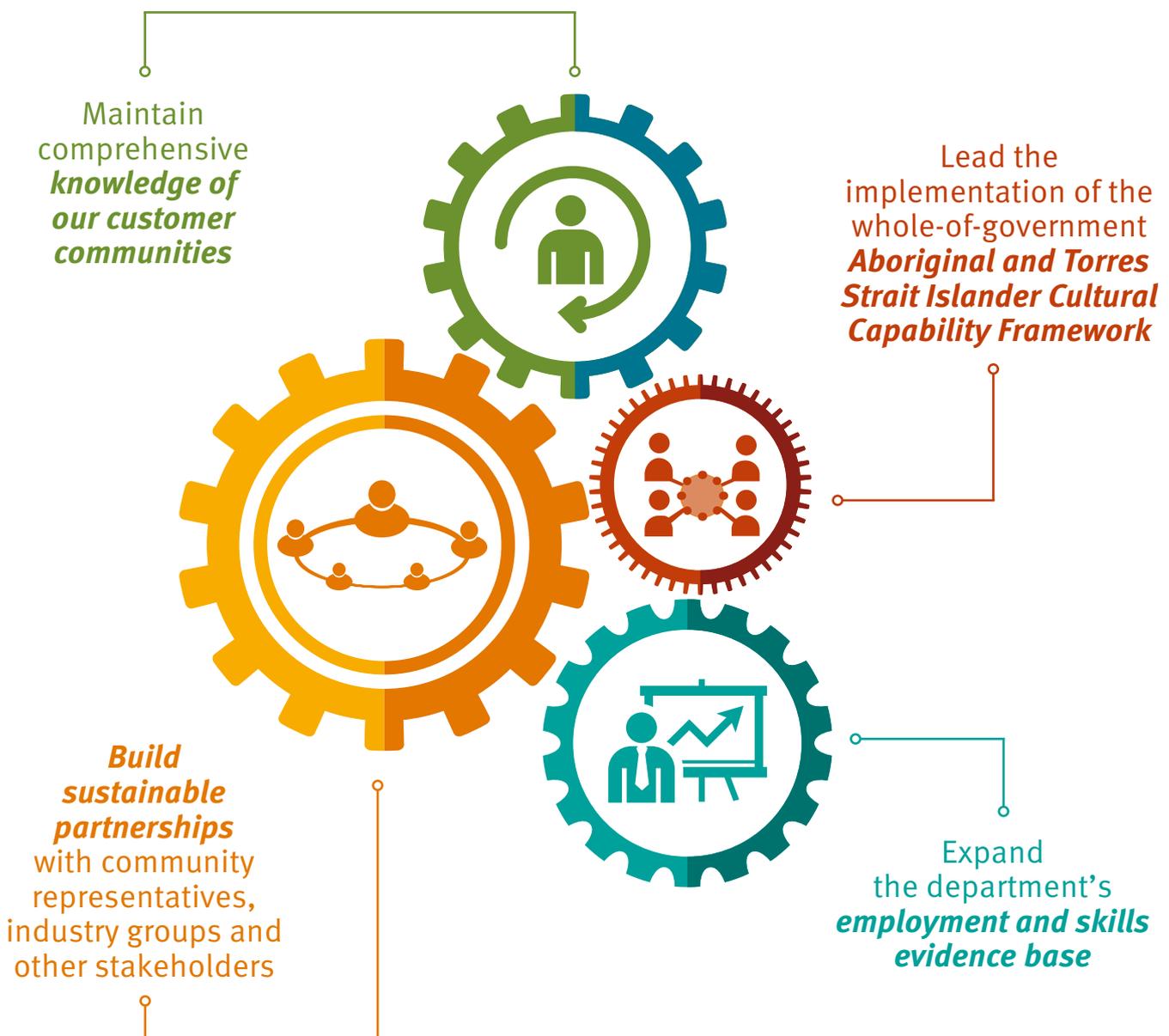
Our strategic objective:

► Know our customer communities and build partnerships

Queensland Government's objective:

► Consultation

Our plan to achieve this:



Know our customer communities and build partnerships – what we achieved

In order to improve the economic and community participation outcomes for Aboriginal and Torres Strait Islander Queenslanders, it is vital that we have a strong understanding of the policies, programs and services that matter to them. We also need to be able to build and maintain strong relationships with other government agencies, industry and community representatives to deliver the most effective and well-coordinated services to our customers. When we make decisions that impact on our customers, we do so with empathic understanding.

Our highlights

During 2015–16, we:

- ▶ further enhanced our knowledge of Aboriginal and Torres Strait Islander community views through the establishment of the Stolen Wages Reparations Taskforce
- ▶ strengthened our partnerships with Aboriginal and Torres Strait Islander Queenslanders who access the department's Community and Personal Histories service by digitising over 43,000 pages of archival records and indexing over 140 archival records during the year to improve access to this service
- ▶ further enhanced our employment and skills evidence base to increase Aboriginal and Torres Strait Islander participation in the Queensland resources sector by working closely with the Queensland Resources Council and private companies throughout the state
- ▶ built sustainable partnerships with construction industry groups and private companies through Construction Skills Queensland and the DATSIP-led Construction Industry Indigenous Participation Reference Group to improve economic outcomes for Aboriginal and Torres Strait Islander Queenslanders
- ▶ worked with all discrete Aboriginal and Torres Strait Islander communities to implement the Queensland Government Building and Construction Training Policy, resulting in 401 Aboriginal people and Torres Strait Islander people being placed into jobs during 2015–16
- ▶ supported DATSIP staff in offices across our regional networks to increase their knowledge and develop strong relationships with a broad range of community based stakeholders through their day-to-day work.

Knowledge of our customer communities enhanced

- ▶ During the year, we developed a number of strategic partnerships that enhanced our knowledge of our customer communities and delivered an increase in economic participation and improved community participation for Aboriginal and Torres Strait Islander Queenslanders. These strategic partnerships included:
 - implementing three Memoranda of Understanding with key industry bodies—Queensland Resources Council, Queensland Tourism Industry Council and Queensland Rugby Union—to increase employment and procurement opportunities for Aboriginal and Torres Strait Islander Queenslanders and businesses in the resources and tourism sectors
 - collaborating with Construction Skills Queensland to host the Construction Industry Indigenous Participation Reference Group, connecting industry corporates to build an industry culture conducive to increasing Aboriginal and Torres Strait Islander employment and business supply
 - facilitating the ownership of 22 homes by Aboriginal and Torres Strait Islander Queenslanders, in partnership with the Department of Housing and Public Works, the Department of Natural Resources and Mines, Trustees, local councils and Indigenous Business Australia
 - working closely with Traditional Owners and other stakeholders to identify and transfer 54,500 hectares of state-owned land to Traditional Owners
 - co-leading the Aboriginal and Torres Strait Islander Child Protection Service Reform Project with the Department of Communities, Child Safety and Disability Services and the Department of the Premier and Cabinet to reduce the number of Aboriginal and Torres Strait Islander children and families in the child protection system
 - partnering with the Department of Communities, Child Safety and Disability Services, the National Disability Insurance Agency and non-government agencies to promote awareness of the National Disability Insurance Scheme to Aboriginal people and Torres Strait Islander people with a disability across the state.

- ▶ We further enhanced our knowledge of Aboriginal and Torres Strait Islander community views through the establishment of the Stolen Wages Reparations Taskforce. The Taskforce was chaired by the Aboriginal and Torres Strait Islander Social Justice Commissioner at the Australian Human Rights Commission, Mick Gooda, and comprises 11 Taskforce members drawn from a statewide nomination process. The key role of this Taskforce was to develop the criteria for the allocation of reparations funds and to make recommendations about the claims assessment process. This approach to implementing the Stolen Wages Reparations Scheme is different to past reparations processes.

To inform its deliberations, the Taskforce took part in a total of 60 consultation meetings across the state in 50 locations with approximately 1,100 people in attendance. Community input was also enabled by an open written submission process between September and November 2015, with over 500 submissions received.

The Queensland Government has adopted almost all of the Taskforce's recommendations in order to establish a Reparations Scheme that is reflective of community views and which meets community needs.

- ▶ We continued developing an understanding of Aboriginal and Torres Strait Islander business profiles and government and industry procurement requirements to increase the number of supply chain opportunities. We facilitated a suite of procurement and business development workshops across the state to build the competitive proficiencies of Aboriginal and Torres Strait Islander businesses.
- ▶ During the year, the department's Cultural Heritage Unit undertook 39 regional visits throughout Queensland to engage with Traditional Owners, local government and other land users on the operation of the Aboriginal and Torres Strait Islander cultural heritage legislation. The Cultural Heritage Unit also undertook eight training workshops throughout Queensland involving 87 customers in rolling out the new online portal to the Aboriginal and Torres Strait Islander cultural heritage database and register.
- ▶ We supported DATSIP staff in offices across our regional networks to increase their knowledge and develop strong relationships with a broad range of community-based stakeholders through their day-to-day work. Their work has been tailored to suit different communities in different locations and has included:
 - specialist Government Coordination officers assigned to specific discrete Aboriginal and Torres Strait Islander communities to design, support and implement locally-based whole-of-community engagement activities

- leading and supporting multiple community networks across the state, including Elders groups, community reference and advisory groups, men's and women's groups and youth networks
- leading specific community-based information workshops and events to inform on topics, such as Reparations, National Disability Insurance Scheme, tender and procurement opportunities, government policy changes and service design
- Indigenous Small Business Marketing and Networking event in Townsville attended by 57 small business owners and operators
- reparations workshop on Palm Island with 200 residents obtaining information and assistance
- Pormpuraaw Elders Care Project is a whole-of-government approach aimed at promoting awareness of elder abuse and sustaining the safety and wellbeing of the elderly within the Pormpuraaw community
- staff assisted with the Aboriginal and Torres Strait Islander Service Procurement Workshop held in Weipa which was attended by 15 people from a range of local Indigenous businesses. This Procurement workshop was followed by a Capability Statement Workshop which was attended by ten local people from local Indigenous business.

Aboriginal and Torres Strait Islander Cultural Capability Framework implemented

- ▶ In 2015–16, DATSIP led the implementation of the whole-of-government Aboriginal and Torres Strait Islander Cultural Capability Framework to enhance the cultural competency of agencies and enhance service delivery to Aboriginal people and Torres Strait Islander people.

As at the end of June 2016, all agencies had developed Cultural Capability Action Plans and commenced implementation.

Sustainable partnerships built

- ▶ Built sustainable partnerships with construction industry groups and private companies through Construction Skills Queensland and the DATSIP-led Construction Industry Indigenous Participation Reference Group to improve economic outcomes for Aboriginal and Torres Strait Islander Queenslanders. We provided support and guidance to construction companies in:
 - developing Aboriginal and Torres Strait Islander economic participation strategies for their organisation
 - identifying and sharing key learnings and experiences related to Aboriginal and Torres Strait Islander workforce recruitment and participation

- developing effective and appropriate strategies that market the advantages of diversity in the development of a skilled workforce
- driving the development and implementation of effective responses to accelerate Aboriginal and Torres Strait Islander employment outcomes and increase the procurement from Aboriginal and Torres Strait Islander businesses, with an emphasis on opportunities in growth industry sectors and alleviating skill and labour shortages.
- ▶ We strengthened our partnerships with Aboriginal and Torres Strait Islander Queenslanders who access the department’s Community and Personal Histories service by digitising over 43,000 pages of archival records and indexing over 140 archival records during the year to improve access to this service. We also introduced a secure file transfer service for all Native Title cases, which allows for large digital files to be uploaded to Native Title Representative Bodies and anthropologists instantly. These improvements have drastically reduced the need to print records and decreased the time that it takes for our customers to receive records.
- ▶ We worked closely with, and supported, the Office of the Chief Advisor – Procurement, agencies and Regional DATSIP staff to leverage maximum Aboriginal and Torres Strait Islander employment and business outcomes from Queensland Government and private industry procurement.
- ▶ We worked with all discrete Aboriginal and Torres Strait Islander communities to implement the Queensland Government Building and Construction Training Policy, resulting in 401 Aboriginal people and Torres Strait Islander people being placed into jobs during 2015–16. This initiative focused on maximising employment continuity, increased skills development and business opportunities through capital investment delivered across the Far North Queensland Cape Indigenous communities.

Employment and skills evidence base enhanced

- ▶ We further enhanced our employment and skills evidence-base to increase Aboriginal and Torres Strait Islander participation in the Queensland resources sector by working closely with the Queensland Resources Council and private companies throughout the state. We conducted a number of successful working group meetings, workshops and events that contributed to more effective evidence-based industry strategies, programs and processes for Aboriginal and Torres Strait Islander employment, training and business development. We also assisted Aboriginal people and Torres Strait Islander people to be more aware, and better prepared and capable to take advantage of resources sector employment and business opportunities.

Stakeholder database built

- ▶ DATSIP has built a growing database which enables us to work closely with industry bodies, government agencies, community organisations, Traditional Owners and other key stakeholders.

Using the database of 1,250 contacts, we facilitated the attendance of 919 people at a range of events and workshops hosted by the department. These events enhance appreciation of Aboriginal and Torres Strait Islander cultures, in addition to showcasing and celebrating the achievements of the department’s partnerships.

Using the database, we continue to promote the interests of Aboriginal and Torres Strait Islander Queenslanders via targeted e-bulletins focussing on:

- economic updates – business development, procurement and employment information for Queensland businesses and Aboriginal and Torres Strait Islander Queenslanders
- community updates – state-wide coverage of services and initiatives for Aboriginal and Torres Strait Islander Queenslanders.

The Kookaburra — an e-bulletin update — was first issued in May 2016, following a project to update the database and reached 1,445 people in its first issue.

Future directions

In 2016–17, we will continue to expand our knowledge and understanding of our customer communities and make changes to our policies, programs and services, where required.

Key strategies that will be implemented include:

- ▶ implementing the Ministerial and Queensland Government Champions Program in discrete communities
- ▶ maintaining a comprehensive knowledge of our customer communities

- ▶ building respectful relationships and cultural understanding to promote and advance reconciliation
- ▶ continuing to build sustainable partnerships with community representatives, industry groups, government departments and other key stakeholders.

We will measure our success through the knowing our communities performance measure (see Table 5).

Table 5: Knowing our community performance measures for 2016–17

Strategic Objective	2016–17 Performance Measures	2016–17 Targets
Know our communities and build partnerships	Number of Ministerial and Government Champion Round Tables held	Baseline to be established in 2016–17



Creating a capable, agile and innovative organisation

Our commitment

Our department is committed to creating 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 success will be measured through the Employee Opinion Survey data and key performance measures related to human resource management, corporate governance and financial performance.

This strategic objective of creating a capable, agile and innovative organisation directly impacts on the achievement of our economic and community participation outcomes.

Table of Contents

Our people – strategic overview	59
Our people – what we achieved	60
– Our highlights	60
– Learning and development	61
– Leadership and management	61
– Innovation and continuous improvement	64
– Staff engagement	68
– Workforce planning and performance	68
– Managing our performance	70
– Workplace health, safety and wellbeing	70
– Workforce profile	71
– Future directions	75
Our corporate governance – strategic overview	76
Our corporate governance – what we achieved	77
– Our highlights	77
– Governance and decision-making bodies	78
– Aligning the organisation to strategy	80
– Corporate planning and performance	81
– Future directions	83

Our people – strategic overview

Our strategic objective:

- ▶ Create a capable, agile and innovative organisation

Queensland Government's objectives:

- ▶ Integrity and accountability
- ▶ Consultation

Our plan to achieve this:



Our people – what we achieved

The key to our success is our people – they are the core of 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.

The department’s Strategic Workforce Plan: 2014–19 outlines the long-term strategy for creating a capable, agile and innovative workforce that is able to deliver the Queensland Government’s agenda and meet the department’s future business needs.

The Strategic Workforce Plan: 2014–19 is implemented at all levels of the department through operational plans. Regular reporting on our progress occurs through innovative dashboard reports supported by a strong governance structure which ensures transparent decision-making and accountability.

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.

Our highlights

During 2015–16, we:

- ▶ re-designed and implemented the department’s flagship Women in Leadership Program 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
- ▶ co-ordinated the delivery of the department’s leadership and management development programs to build the capability of staff to effectively lead their teams and manage staff performance
- ▶ became the first government department in Queensland to be an accredited White Ribbon workplace
- ▶ increased our focus on supporting the mental and physical wellbeing of staff through the development and implementation of the Employee Wellbeing Strategy: 2016–18
- ▶ reviewed and modified the department’s reward and recognition program to improve the way we recognise and celebrate the success of our staff
- ▶ further embedded a culture of innovation through the implementation of five significant innovation projects aimed at improving service delivery (see page 64 for innovation projects).

Fast facts:

- ▶ DATSIP has 293.5 full-time equivalent employees comprising 225.1 permanent staff, 60.2 temporary staff, 7 staff on contracts and 1.2 casual staff
- ▶ 27.1 per cent of our workforce is Aboriginal and/or Torres Strait Islander
- ▶ 68.6 per cent of our workforce are women
- ▶ 46.4 per cent of our workforce are located outside Brisbane.

Source: Minimum Obligatory Human Resources Information (MOHR) data as at 30 June 2016.

Note: Full-time equivalent (FTE) figures exclude Retail Stores.

Our performance

Over the past year, we:

- ▶ more than doubled our investment in learning and development compared with last year
- ▶ intensified our focus on leadership and management development resulting in 81 aspiring leaders benefiting from our leadership and management programs
- ▶ completed five innovation projects
- ▶ achieved a seven per cent increase in the number of staff who find their work interesting and challenging – from 69 per cent in 2014–15 to 76 per cent in 2015–16
- ▶ increased staff participation in learning and development initiatives from 71 in 2014–15 to 376 in 2015–16.

Learning and development

During 2015–16, the department more than doubled its overall investment in learning and development to further develop staff capabilities in key priority areas. Staff participation in learning and development programs significantly increased from 71 in 2014–15 to 376 in 2015–16. Table 6 provides further details in relation to the department’s leadership and management development program budget and staff participation.

Table 6: Learning and development program – expenditure and participation

Year	Expenditure	Participants
2014–15	\$147,000	71
2015–16	\$258,000	376

Source: Workforce and Corporate Support data management system.

Note: 2015–16 expenditure includes Australia and New Zealand School of Government sponsorship funding.

As part of the department’s Study and Research Assistance Scheme, the department also provided financial and leave support for six staff during 2015–16 to enable them to undertake formal education courses and in so doing, further progress their career aspirations.

Leadership and management

Over the past year, in response to organisational need and employee feedback, the department intensified its focus on leadership and management development resulting in 81 aspiring leaders benefiting from our leadership and management programs. This renewed focus is also evident in the overall resourcing for learning and development during 2015–16.

Throughout the year, our staff were able to take advantage of, and benefit from, a range of leadership and management programs including:

- ▶ Australia and New Zealand School of Government (ANZSOG) 2016 Executive Master of Public Administration (EMPA): two senior executives were supported to complete the EMPA, a two-year postgraduate qualification designed to equip senior managers with leadership and policy skills for the public sector
- ▶ the Public Sector Management Program: two staff were supported to complete the Public Sector Management Program offered by Queensland University of Technology. This program aims to further develop the skills and knowledge of those in management and leadership positions, in the context of the Queensland Government
- ▶ the People Matters Program: 13 staff participated in the People Matters Program, a three-day behavioural change program designed to provide AO6–AO8 staff with practical skills to supervise staff in a public sector context
- ▶ the Executive Capability Assessment and Development program (ECAD): six employees participated in the ECAD program. This program provides executives with an assessment of their leadership capability and a tailored development plan
- ▶ Public Service Commission Knowledge Transfer program for leaders: 27 leaders participated in a one day program that focused on best practice around recruitment and selection, complaints management, goal setting and discipline, led by the Public Service Commission
- ▶ Supervisors for Tomorrow in Every Position and Stream (STEPS) program: 12 aspiring leaders attended the STEPS program delivered by the Department of Communities, Child Safety and Disability Services. This program equips aspiring leaders with the knowledge and skills to provide support for individuals and teams
- ▶ Qualifications Pathways Program: 13 staff were accepted into the Qualification Pathways Program which provides staff with a qualification based on evidence of prior learning. Qualifications include Diplomas in Leadership and Management, Business Administration and Project Management

- ▶ Mentor Connect Program: four employees participated as mentors and mentees in the Mentor Connect Program which is sponsored by the Department of Communities, Child Safety and Disability Services
- ▶ Code of Conduct Training: 253 staff from across the department, including those based in regions, attended Code of Conduct Training – Your Ethical Compass, delivered by the Queensland Ombudsman
- ▶ Domestic Violence Training Program: as part of the CEO Challenge, 16 managers participated in the Domestic Violence Training Program. This program equips managers with strategies related to how to manage an individual who may be experiencing domestic and family violence
- ▶ Recognise, Respond, Refer – Domestic violence and the workplace program: 57 staff from across the department completed the online program that provides content and referral information about what staff can do if they recognise a staff member who may be experiencing domestic and family violence.

Performance measure

Number of staff who have completed leadership and management programs

Year	Target	Actual	Status
2014–15	50	57	✓
2015–16	60	81	✓✓

Source: Workforce and Corporate Support data management system.

Leadership and management programs for Aboriginal and Torres Strait Islander staff delivered

Our department provided Aboriginal and Torres Strait Islander staff with a range of targeted leadership and management development opportunities during 2015–16, resulting in:

- ▶ two staff completing the Australia and New Zealand School of Government (ANZOG), Executive Master of Public Administration (EMPA). Financial support was provided, in addition to the provision of an academic mentor
- ▶ one staff member being sponsored to complete a Graduate Certificate in Policy Analysis at Griffith University
- ▶ one staff member being successful in obtaining the Accelerated Leadership Performance scholarship through Women and Leadership Australia
- ▶ two staff completing the Public Sector Management Program
- ▶ two staff obtaining Chief Executive Women Scholarships for Indigenous Women (Leadership courses).

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

During 2015–16, we continued to support school-based traineeships for Aboriginal and Torres Strait Islander students. These students are placed in central office and regional office locations. The traineeships provide students with valuable experiences and exposure to the various functions within the department.

Women in Leadership Program re-designed and implemented

In February 2016, our department reviewed and re-invigorated the DATSIP Women in Leadership Program by strengthening program governance arrangements and re-positioning the program to deliver a range of initiatives to better support the career development needs of DATSIP women.

The Women in Leadership Program is our department's flagship program for achieving greater career equality for women at all levels and addressing the specific career needs of the department's Aboriginal and Torres Strait Islander women. The long-term goal of the program is to create a workplace where women and men thrive and progress in their careers equally and where they feel that they are valued, supported and inspired to achieve their best.

With over 65 per cent of our employees being women, there is considerable support for, and engagement in, this program.

While the program is called a 'leadership' program, at its heart it's about making sure that our women have the knowledge and tools to access the very best opportunities in their careers, whether they want to move up or across the organisation, change careers, or build a career in another organisation. It is about ensuring that our programs are tailored to meet the specific career needs of Aboriginal and Torres Strait Islander women. We want to support women to achieve their unique aspirations and dreams.

The program's offerings include mentoring opportunities, leadership opportunities, access to a unique guest speaker program, and support in identifying and applying for scholarship and leadership opportunities.

Our key achievements included:

- ▶ establishing the Women in Leadership Steering Committee to drive the implementation of the Women in Leadership Program in order to improve the career progression of women at all levels of the department and address the specific career needs of Aboriginal and Torres Strait Islander women
- ▶ establishing two male Women in Leadership Champions – one at whole-of-government level and one at departmental level

- ▶ coordinating the department’s inaugural DATSIP International Women’s Day event on 8 March 2016 which was an overwhelming success. More than 120 people attended the event, including DATSIP staff, Directors-General and Deputy Directors-General from other government departments and the Honourable Leanne Enoch, MP
- ▶ encouraging and supporting women aspiring to be leaders in our department to apply for the Accelerated Leadership Performance scholarship through Women and Leadership Australia. Two women submitted their scholarship applications and both were successful
- ▶ developing the inspirational Guest Speaker Series to inspire women throughout the department with their personal career journeys and insights
- ▶ developing the Women in Leadership website to enhance the engagement and participation of DATSIP women, particularly Aboriginal and Torres Strait Islander women, in Women in Leadership events and programs.

Cultural capability skills developed

Our department has a strong commitment to improving the quality of services delivered to Aboriginal and Torres Strait Islander Queenslanders by improving staff cultural capability. That is, ensuring that our staff are equipped with the knowledge, skills and behaviours to effectively interact with, and respond to, Aboriginal people and Torres Strait Islander people.

During 2015–16, our department implemented the Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2015–18, which provides a blueprint on how the department contributes to the implementation of the Aboriginal and Torres Strait Islander Cultural Capability Framework (the Framework). In the spirit of reconciliation, the Framework aims to improve the quality and level of Queensland Government services to Aboriginal people and Torres Strait Islander people through a culturally capable public sector workforce and culturally responsive management practices and business processes.

Our key achievements included:

- ▶ 89 per cent of the actions within the department’s Cultural Capability Action Plan were completed
- ▶ 44 staff completed the Interactive Ochre Aboriginal and Torres Strait Islander cultural awareness training program
- ▶ our department recognised, commemorated and supported significant Aboriginal and Torres Strait Islander events including National Aborigines and Islanders Day Observance Committee (NAIDOC) week
- ▶ embedding cultural capability in executive performance agreements
- ▶ ensuring that the department’s Style Guide includes culturally relevant and appropriate terminology and protocols and publishing the Style Guide on the department’s intranet site for ease of access by all staff
- ▶ reviewing the Staff Excellence Award categories and including a new Cultural Capability Impact category in the 2016 Staff Excellence Awards Program (refer to page 66 for further information regarding the department’s reward and recognition program)
- ▶ acknowledgement of Traditional Owners at departmental meetings.

Performance measure

Number of DATSIP staff who completed the interactive Ochre Aboriginal and Torres Strait Islander cultural awareness training program

Year	Target	Actual	Status
2014–15	30	32	✓
2015–16	40	44	✓

Source: Workforce and Corporate Support data management system.

Innovation and continuous improvement

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

During 2015–16, the department focused on four key areas to drive cultural change to enable innovation and continuous improvement to be further embedded at all levels of the organisation. These four areas were:

- 1. Innovation projects:** Encouraging staff involvement in projects and initiatives that are interesting and challenging, including the identification of new project initiatives and ways of working that aim to improve service delivery. This included staff participation on the 1 William Street Transition Project (refer to Working Smarter with New Technology section on page 66).
- 2. Innovation targets:** Engaging senior executives in setting performance targets for innovation as part of the annual strategic planning process.
- 3. Communication and engagement strategy:** Implementing a communication and engagement strategy to involve as many staff as possible in key departmental events and governance arrangements. Key initiatives which supported this strategy included:
 - conducting six All Staff Forums, including video presentations when appropriate, to provide an opportunity for senior leaders to communicate the department's strategic direction and to engage with departmental staff in relation to key change management initiatives such as the transition of the department to 1 William Street. These events were video-streamed to seven regions across the state to ensure that all staff had the opportunity to be involved
 - delivering the annual Staff Excellence Awards event as the formal mechanism for recognising outstanding staff performance
 - conducting the inaugural DATSIP International Women's Day event in March 2016
 - encouraging staff participation at DATSIP Board meetings
 - encouraging staff to engage with one another and to challenge established thinking to improve service delivery outcomes for Aboriginal and Torres Strait Islander Queenslanders

- regularly communicating key events and achievements through the weekly Director-General Update on the department's intranet site
- promoting staff participation in the department's leadership and management programs (refer to Leadership and Management section on page 61 for further information).

- 4. Continuous improvement:** Listening to staff feedback from the previous year, as documented in the 2015 Employee Opinion Survey Report, and implementing 100 per cent of the actions to ensure any areas requiring further improvement are addressed (refer to the Employee Opinion Survey Results section on page 69).

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.

The five innovation projects that we identified, designed and developed during the year were as follows:

Aboriginal and Torres Strait Islander Cultural Heritage Online Portal

In July 2015, we launched the Aboriginal and Torres Strait Islander Cultural Heritage Online Portal which is a purpose-built, integrated geospatial cultural heritage information management system. The Online Portal is the first project of its kind in the state. The system is a complete 'software as service' solution, fully hosted in a secure cloud environment. It provides Aboriginal parties and land users with direct access to cultural heritage information in a fully functioning Global Information System environment. The department was recognised for this significant project with a Spatial Enablement Award from the Spatial Industry Business Association for Queensland. This award recognises products or projects in which the application of spatial information, methodology and/or tools have greatly improved the outcomes of a project, process or product.

02 Employment Memoranda of Understanding

We developed Employment Memoranda of Understanding (MoU) with key industry stakeholders. This project allowed DATSIP to leverage employment and business supply opportunities for Aboriginal people and Torres Strait Islander people. During 2015–16, DATSIP delivered three MoUs to create jobs and procurement opportunities with the Queensland Resources Council, Queensland Tourism Industry Council and Queensland Rugby Union. For example, recent reports have shown that based on our department's productive and long-standing partnership with the Queensland Resources Council, seven resource companies reported an increase in Aboriginal and Torres Strait Islander employment numbers of around 20 per cent over the two-year period in 2015 and 2016 (from 503 to 629 full-time equivalent positions). This partnership is a key mechanism that underpins the broader participation of Aboriginal and Torres Strait Islander Queenslanders in Queensland's economic and social life.

03 Business proficiency-building workshops

We partnered with the Department of State Development and the Queensland Resources Council to co-design and deliver business proficiency-building workshops for Aboriginal and Torres Strait Islander businesses across Queensland. The program comprised specific-focus workshops to hone in on key business learnings including tendering to government, developing business capability statements, developing an efficient and competitive business model, engaging in joint ventures, and providing information on how to build good governance and development models for Traditional Owner organisations.

DexCo Industries, a Gold Coast-based family owned Indigenous lighting and electrical contracting company has been successful in securing up to \$500,000 sub-contracting work that will provide up to 10 Indigenous apprentices with work as part of the construction of the Commonwealth Games Village.

Anderleigh Quarry, a privately-owned Indigenous quarry located in Gympie, is a leading competitive supplier of hard rock, sandstone, quarry and road-based products that has won two Department of Transport and Main Roads (TMR) tenders for the supply of 10,000 tonnes of road-based material for TMR's Curra Creek and Coonan Gibber Creek Side Track projects (up to \$220,000 in value).

Since attending numerous workshops aimed at building business capabilities, Anderleigh Quarry has been successful at winning two of the six major projects for which they had tendered.

Anderleigh has also been able to build a website, prepare a capability statement for both product specifications and delivery capability as well as develop Indigenous training capability and employment key performance indicators.

Developing and understanding these documents has been instrumental in completing tender processes and requirements and maintaining an Indigenous workforce of greater than 75 per cent at all times. Anderleigh also successfully bid on and won several private civil construction projects in excess of \$500,000 since developing these business attributes.

Ongoing support has always been available from DATSIP staff to ensure continuity and further success whenever needed or requested.

Leigh Willson from Anderleigh Quarry said, 'The Aboriginal and Torres Strait Islander Procurement Workshop Series was excellent and definitely well worth attending. It gave us a better level of understanding of how the government tenders work and also what we needed to do to be best placed in targeting and winning opportunities.'

04 Talk Up Training

Through the Talk Up Training Program, we provided Youth Employment Program (YEP) candidates with soft skills training to prepare them for employment after completion of Year 12. During 2015–16, Talk Up Training and associated resources were reviewed and improved to increase the success of the program to assist YEP candidates in gaining and sustaining employment.

05 YEP CRM System

We designed and implemented the Youth Employment Program (YEP) Customer Relationship Management (CRM) System (candidate database) as a tool to increase the efficiency and effectiveness of regional staff. The program was successful in enabling:

- ▶ effective management of relationships with candidates
- ▶ identification of candidates' unmet needs
- ▶ reporting on outcomes and effort
- ▶ the automation of selected tasks
- ▶ regional staff to manage and monitor business processes.

Working smarter with new technology

In November 2015, it was announced that the Department of Aboriginal and Torres Strait Islander Partnerships would move to 1 William Street in late 2016. Since this announcement, the department has taken the opportunity to focus on three key areas to assist with the new way of working in an open-plan, activity-based work environment.

Our three key focus areas were:

- ▶ working smarter in the use of technology by becoming more tech savvy and using technology to improve efficiencies and innovate
- ▶ ‘paper-lite’ and clutter free
- ▶ preparing for our new environment by communicating the benefits of the new building and fostering a culture of collaboration and innovation.

By 30 June 2016, we:

- ▶ completed our technology upgrade by rolling out 160 SurfacePro tablets, 185 new Voice over Internet Protocol (VoIP) TIPT phones and 437 new 24-inch widescreen monitors to improve work efficiencies
- ▶ achieved 40 per cent of the 75 per cent target to become clutter free and ‘paper-lite’
- ▶ prepared 750 small recall boxes and 150 standard recall boxes of community and personal histories records and cultural heritage records, ready for archiving off-site
- ▶ achieved 90 per cent staff participation in the 1 William Street Work Area Pilot Tour to help prepare for our new environment.

Our department will continue to progress work on these three key areas of focus to ensure the effective transition of the department to 1 William Street in 2016–17.

Performance measure

Number of innovation projects completed

Year	Target	Actual	Status
2014–15	4	4	✓
2015–16	4	5	✓

Source: Workforce and Corporate Support data management system

Our key achievements included:

- ▶ completion of five innovation projects which exceeded our annual innovation target of four
- ▶ a seven per cent increase in the number of staff who find their work interesting and challenging – from 69 per cent in 2014–15 to 76 per cent in 2015–16
- ▶ successful preparation for the transition to 1 William Street by completing our technology upgrade roll-out and consolidating records for archiving off-site to support our new ‘paper-lite’ environment.

Performance measure

Percentage of staff who find their work interesting or challenging

Year	Target	Actual	Status
2014–15	66%	69%	✓
2015–16	70%	76%	✓✓

Source: DATSIP 2016 Employee Opinion Survey.

Recognising and rewarding our staff

Our department fosters and encourages a culture of reward and recognition where recognising individuals and teams is part of everyday behaviour. Each year, the department’s reward and recognition program is reviewed and revitalised to ensure that the success of staff is recognised and rewarded at all levels of the department.

At whole-of-department level, our department’s annual Staff Excellence Awards are a formal mechanism for recognising the outstanding work of employees and workgroups in achieving the department’s vision of Aboriginal and Torres Strait Islander Queenslanders fully participating in Queensland’s vibrant economic, social and cultural life. Award nominees are assessed against the department’s award categories, which are based on the Queensland Public Sector values of:

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

Further information about these values is detailed on page 5.

For the 2016 Staff Excellence Awards, our department introduced a new Award category – the Cultural Capability Impact category – to actively demonstrate the department’s commitment to cultural understanding and respect for Aboriginal and Torres Strait Islander cultures. This category aligns with the Aboriginal and Torres Strait Islander Cultural Capability Framework (see page 41) and the department’s Cultural Capability Action Plan (see page 63).

Our 2015–16 Annual Staff Excellence Award winners received their awards for a range of outstanding contributions. These were as follows:

We also encourage our internal staff and leaders to apply for external awards. We provide them with information about the awards to help them become aware of the opportunities available.

During 2015–16, our department achieved a:

- ▶ Spatial Enablement Award for Spatial Excellence from the Spatial Industry Business Association, the leading association representing the Spatial Industry in Australia (refer to page 64 for further information regarding this award).
- ▶ Bronze Award for the department’s 2014–15 Annual Report in the 2015 Australasian Reporting Awards (refer to page 81 for further information regarding this award).

Award category	Award description	Winner/s
Customers first 	Recognises an employee or workgroup who has made an exemplary contribution to deliver smarter, simpler, high-quality outcomes that are responsive to the needs of Aboriginal people and Torres Strait Islander people.	DATSIP Repairs Unit
Ideas into action 	Recognises an employee or workgroup who, through challenging 'norms' and embracing new ideas, has achieved success through innovation and collaboration.	The Sisters in Mining Program
Unleash potential 	Recognises an employee or workgroup whose commitment, through exceptional efforts, exemplifies excellence in leadership, sets clear expectations and supports a culture of high-quality achievement to empower success in others.	Becky Bligh, A/Project Officer, Repairs Team
Be courageous 	Recognises an employee or workgroup, who supports a culture of excellence, and is able to create efficiencies and deliver outstanding results and outcomes for the benefit of our customers.	Lidia Loane, Manager, Workforce and Corporate Support
Empower people 	Recognises an employee or workgroup who, through leadership based on trust, collaboration and recognition of individual strengths, has empowered people to achieve organisational or client service excellence in a safe and supportive environment.	The White Ribbon Workplace Program
Cultural capability impact 	Recognises an employee or workgroup who has made an impact on developing the cultural capability of a workplace or group of people, internal or external to DATSIP.	Dianne Dizon, Principal Communications Advisor, Communications Services and John Maris, Project Officer, South-West Region
Departmental Excellence Award 	Overall excellence – a stand out contribution.	Aboriginal and Torres Strait Islander Cultural Heritage Online Portal

Staff engagement

We value our employee's views on their experience in working in the department and each year we implement strategies to strengthen employee engagement and workplace outcomes.

During 2015–16, our department delivered the 2016 Staff Engagement Program to engage all departmental staff in the department's strategic direction. Key elements of this program included:

- listening and responding to employees through a range of engagement mechanisms including the annual Working for Queensland Employee Opinion Survey, the new Women in Leadership Steering Committee, regular All Staff Forums and the Agency Consultative Committee
- developing and implementing an action plan in response to the 2015 Working for Queensland Employee Opinion Survey. The actions identified in the plan included: a two-day Senior Leadership Program for all SES and Senior Officer staff; officers at AO5–AO7 level encouraged to participate in the People Matters Program; and DATSIP seeking accreditation as a White Ribbon workplace.

- provided 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 included:
 - part-time hours and job sharing
 - compressed hours
 - flexible hours of work
 - leave at half pay
 - encouraging staff to use their annual leave
 - using technology to telecommute
 - provision of a carer's room in our city office (Brisbane) for parents returning to work from maternity leave
 - Wellbeing Rooms in the Brisbane city office, to provide flexible work environments to all central office staff.

The 2016 Employee Opinion Survey shows that 37 per cent of employees had taken advantage of flexible work options during the year. Our department is actively working to increase and improve flexible working options to ensure that we are able to attract and retain staff, as this is one of our corporate priorities for 2016–17.

Workforce planning and performance

Attraction and retention strategies implemented

Our department acknowledges the need to attract and retain a high performing workforce to deliver improved economic and community participation outcomes to Aboriginal and Torres Strait Islander Queenslanders.

In 2015–16, our achievements in workforce planning and performance were underpinned by the following key attraction and retention strategies:

- implemented the Aboriginal and Torres Strait Islander Graduate Recruitment Program targeted at students in engineering, business management and social policy
- continued to engage and welcome our new employees through the department's onboarding program. The program helps new employees become effective and productive staff members by providing information and details on the organisation, as well as outlining their roles and responsibilities. The onboarding program comprises local induction, an online tutorial package and the opportunity for supervisors to assist new staff in completing tasks that will familiarise them with key departmental programs, policies, and whole-of-government policies for the Queensland Public Service

Employee Opinion Survey Results

The 2015–16 Employee Opinion Survey (EOS) Working for Queensland was administered between April and May 2016 to measure a number of organisational factors which impact productivity and culture. The survey was developed with standard questions across all Queensland Government agencies and with some questions specific to each agency. Although participation in the survey was voluntary for employees, a high response rate of 88 per cent was achieved by our agency (274 employees).

The EOS results are used by our department as a crucial performance indicator from which to develop organisational change and improvement strategies.

The most recent EOS shows that there are some areas for future focus for the department and some stand-out strengths. The areas of greatest strength evident from the survey were:

- ▶ there is a strong sense of job empowerment amongst employees
- ▶ work groups within the organisation operate very effectively
- ▶ customer service and customer respect levels are high
- ▶ employees' views of the department's handling of gender equality and anti-discrimination are very positive
- ▶ employees feel that bullying and harassment are less of an issue
- ▶ there are high levels of domestic violence awareness within the organisation.

These working behaviours and attitudes will be monitored and, where necessary, actively managed, to ensure they remain a positive feature of the DATSIP culture.

The survey results also show the areas for future focus, which include:

- ▶ workload and health
- ▶ performance management
- ▶ organisational leadership
- ▶ organisational fairness.

These survey results have informed our department of where the focus needs to be during 2016–17 and our strategies have been identified as:

- ▶ strengthen timely performance management
- ▶ provide staff with further opportunities and skills
- ▶ develop a stronger culture that values planning, performance and accountability
- ▶ encourage innovation and continuous improvement
- ▶ build respectful relationships and encourage respectful interaction
- ▶ promote transparency in decision-making and ensure role clarity in line with strategic direction.

Managing our performance

Our department's 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. All staff are expected to have an achievement and capability plan.

Workplace health, safety and wellbeing

Our department is committed to the health, safety and wellbeing of staff by maintaining a safe, healthy and supportive work environment at all times.

The department has a Health, Safety and Wellbeing policy, related procedures and guidance materials in place consistent with the *Work Health and Safety Act 2011*. The objective of the Health, Safety and Wellbeing policy is to establish and maintain a workplace that is free from risks to the health, safety and wellbeing of individuals and one in which employees strive for optimum levels of wellbeing. It details the agreed employer/employee responsibilities including responsibilities for reporting workplace hazards and incidents.

During 2015–16, our department:

- ▶ increased its focus on supporting the mental and physical wellbeing of staff through the development and implementation of the Employee Wellbeing Strategy: 2016–18. The purpose of the strategy is to provide a structure for guiding, encouraging and supporting improved levels of health and wellbeing within our workforce and within our work environments. Specific initiatives included:
 - offering the Fitness Passport to our Cairns employees and their families resulting in 23 staff members using this service. Fitness Passport provides participating members access to a range of fitness and recreational facilities in their local area
 - providing our staff located in Brisbane with the opportunity to participate in a number of free fitness programs organised by the Brisbane City Council and South Bank Parklands
 - encouraging staff to participate in TAFE Queensland's free 12-week fitness program, with nine employees taking advantage of the comprehensive fitness program
 - allowing reasonable flexible workplace arrangements for healthy lifestyle and wellbeing purposes
 - offering staff corporate rates for private health insurance membership
 - providing staff and their immediate family members with access to a confidential, short-term counselling service through the department's Employee Assistance Program.
- ▶ implemented initiatives to identify and support DATSIP women affected by domestic and family violence in line with the vision outlined in the report *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* that was released in February 2015. These initiatives included:
 - providing support packages to employees impacted by domestic and family violence including paid leave arrangements and counselling support
 - in partnership with CEO's Challenge, conducting a three-hour interactive workshop with senior leaders to build capability in responding to domestic and family violence in the workplace
 - delivering the Recognise, Respond, Refer online training program to raise awareness of how to respond if a colleague raises a suspected family or domestic violence issue.
- ▶ became the first Queensland Government department to be accredited as a White Ribbon Workplace
- ▶ developed and implemented the department's Workplace Bullying Policy which clearly communicates to all staff that the department does not tolerate bullying, harassment or discrimination
- ▶ established and maintained an intranet page which hosts information and resources to support positive workplace behaviour
- ▶ implemented a range of targeted strategies to promote positive workplace behaviours, including co-ordinating the delivery of Code of Conduct Training for all staff – 82 per cent of staff completed the training
- ▶ continued to offer the Employee Assistance Program, which is a confidential and voluntary short-term counselling service available to all departmental employees and their immediate family members, to support staff wellbeing and assist managers and supervisors in supporting their staff with difficult issues. These issues include conflict among team members, managing performance and behaviour, organisational issues impacting on morale, and mental health issues.

Our key achievement in this area over the past year was reaching the milestone of 80 per cent of staff who believe that people in their workgroup are committed to workplace safety.

Performance measure

Percentage of staff who believe that people in their workgroup are committed to workplace safety

Year	Target	Actual	Status
2015–16	80%	80%	✓

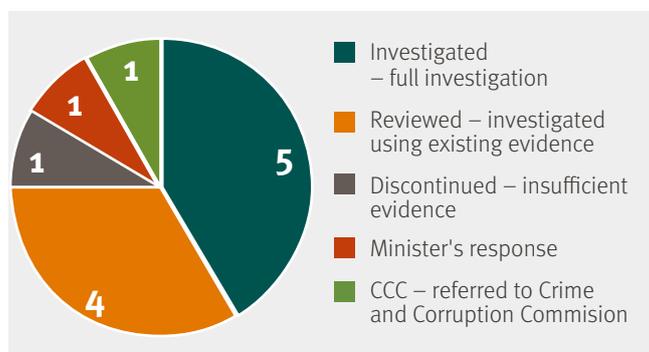
Source: DATSIP 2016 Employee Opinion Survey.

Internal complaints management

DATSIP maintains a robust internal complaints management system. During 2015–16, the department’s complaints management policy and procedure were reviewed and updated. The department raised awareness of the updated policy by making it available to all staff on the intranet and provided supporting materials to supervisory staff to resolve complaints more effectively and to encourage conversations with staff that promote positive behaviour.

In 2015–16, a total of 12 complaints were received by the department, eight were made internally by employees and four complaints were made by parties (known or anonymous) external to the organisation (refer to Figure 7).

Figure 7: Breakdown of complaint investigation types in 2015–16



Source: Workforce and Corporate Support data management system.

There were no formal complaints of bullying made during the past year. There were three complaints involving harassment which were independently investigated by external specialists. Only one was substantiated, and then, only in part. Appropriate measures were taken to address the issue. Of all 12 complaints, one matter was substantiated, one matter partially substantiated, seven matters were not substantiated and one matter did not proceed. A further two matters are ongoing.

Quarterly reports on complaints and investigations were also provided to the Public Service Commission as part of whole-of-government reporting requirements.

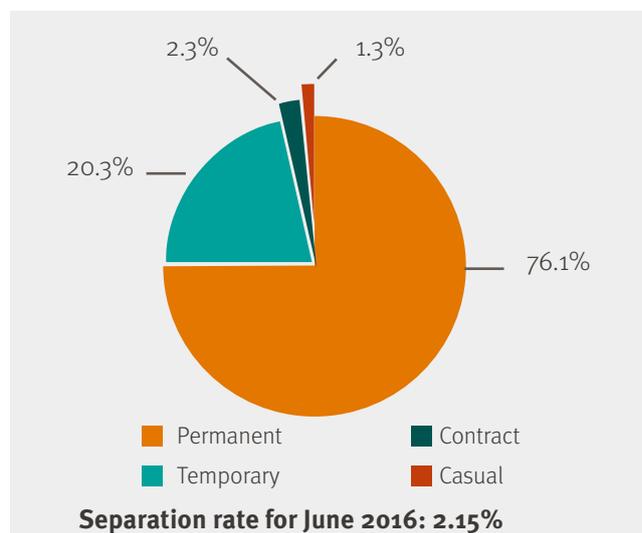
All complaints are dealt with strictly in accordance with the public service requirements. The Ethical Standards Unit within the Department of Communities, Child Safety and Disability Services provides liaison services to the Crime and Corruption Commission and undertakes investigations on behalf of the department.

Workforce profile

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

As at 30 June 2016, DATSIP employed 76.1 per cent permanent staff, 1.3 per cent casual staff, 20.3 per cent temporary staff and a further 2.3 per cent contract staff. The department’s annual separation rate was 2.15 per cent (refer to Figure 8).

Figure 8: Breakdown of staffing by status in 2015–16



Source: Based on the Minimum Obligatory Human Resources Information (MOHRI) data – June 2016.

The breakdown of positions by service area is displayed in Table 7.

Table 7: Positions by service area as at 30 June 2016.

Service area	Positions
Economic Participation	155.4
Community Participation	138.1
Total	293.5

Source: Based on the Minimum Obligatory Human Resources Information (MOHRI) data – June 2016.

Notes:

- Corporate positions are allocated across the service area to which they relate
- Figures exclude Retail Stores.

Diversity

Our 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.

In the 2015–16 financial year, we dramatically exceeded the Queensland Public Service benchmark for the participation of Aboriginal people and Torres Strait Islander people, in line with DATSIP's broader strategic goals. While we have a natural focus on ensuring employment opportunities for Aboriginal people and Torres Strait Islander people, we have remained active in ensuring a diverse representation of people in our department.

Table 8 shows that at 30 June 2016, 27.1 per cent of DATSIP staff identified as Aboriginal and/or Torres Strait Islander. A further 8.2 per cent identified as coming from a culturally diverse background and 3.3 per cent identified as having a disability. There were 47.1 per cent women in Senior Officer positions; 42.9 per cent in SES and above (including equivalent and s.122) and 40 per cent in Senior Executive Service (including CEO) positions, indicating that the department is progressing well towards its target of 50 per cent of women in senior positions by 2021–22.

Building a diverse workforce ensures the demographic profile of the Queensland Government better reflects the population it serves. It embeds Aboriginal and Torres Strait Islander perspectives in all aspects of service delivery, program development and policy decision-making. In addition, culturally diverse and inclusive organisations are high performing organisations. They foster innovation and drive gains in productivity and efficiency.

There are significant benefits to the Queensland Government in increasing the direct employment of Aboriginal and Torres Strait Islander Queenslanders and during the past year the department has further strengthened its attraction and retention strategies to continue to increase the number of Aboriginal and Torres Strait Islander staff employed by the department (refer to Table 9).

Table 8: Workforce diversity statistics as at 30 June 2016.

Measure	2015–16			2021–22
	Target	Estimated Actual	Status	DATSIP Target
Percentage of women in Senior Executive Service positions (including CEO)	Baseline target to be established for 2016–17	40.0%	✓	50%
Percentage of women in SES and above (incl. equivalent and s.122)	Baseline target to be established for 2016–17	42.9%	✓	50%
Percentage of women in Senior Officer positions	Baseline target to be established for 2016–17	47.1%	✓	50%
Percentage of Aboriginal and/or Torres Strait Islander staff	Baseline target to be established for 2016–17	27.1%	✓	35%
Percentage of staff with disability	Baseline target to be established for 2016–17	3.3%	✓	5%
Percentage of staff from a non-English speaking background	Baseline target to be established for 2016–17	8.2%	✓✓	10%

Source: Minimum Obligatory Human Resources Information (MOHRI) data – June 2016.

Table 9: Aboriginal and Torres Strait Islander employees by employment type as at 30 June 2016

Status	Aboriginal and Torres Strait Islander		Non-Indigenous	
Casual	2	50.0%	2	50.0%
Contract	1	14.3%	6	85.7%
Permanent	70	32.1%	148	67.9%
Temporary	10	16.1%	52	83.9%
Total	83	27.1%	223	72.9%

Source: Positions are based on the Minimum Obligatory Human Resources Information (MOHRI) data – June 2016.
Note: Figures exclude Retail Stores.

In accordance with the Queensland Government Women on Boards strategy, the department aims to achieve 50 per cent representation by women on its boards and committees by 2020. As at 30 June 2016, the proportion of women represented on the department's boards and committees is shown in Table 10.

Table 10: Women represented on DATSIP's Boards and Committees as at 30 June 2016

Board/Committee	2015–16			2020 Target
	No. of women	% of women	Status	
DATSIP Board	2 (members)	40%	✓	50%
Executive Leadership Team	3 (members)	33%	✓	50%
Audit and Risk Committee	1 (member) 3 (invitees)	36%	✓	50%
DATSIP Regional Service Delivery Forum	5 (members)	35%	✓	50%
Women in Leadership Steering Committee	6 (members) 2 (invitees)	100%	✓✓	50%

Source: DATSIP Governance Committee Framework: 2015–16.

Workers' Compensation claims

Workers' compensation claims are monitored closely by the department as they highlight workforce issues and potential safety hazards.

The number of workers' compensation claims for 2015–16 are detailed in Table 11. The results are excellent in comparison with similar workforce and role profiles, with the department achieving 22.67 compensation days – almost half the average paid days compared to the industry average of 41.09.

Table 11: DATSIP's Workers' Compensation claims as at 30 June 2016

Employer body	Number of accepted claims		Average paid days		Industry average number of days*	
	2014–15	2015–16	2014–15	2015–16	2014–15	2015–16
DATSIP ¹	7	4	12.60	22.67	22.34	26.44
Retail Stores ²	0	2	0	0	17.22	14.65
Totals	7	6	12.60	22.67	39.562	41.09

Source: Workforce and Corporate Support data management system.

*Note: The calculation of the 'Industry average number of days' is based on the average paid days (partial or total) across the same WorkCover Industry Code.

¹ Nature of injuries - DATSIP:

- Injury claim x 2 (fracture, soft tissue damage)
- Psychological
- Soft tissue (re-opened claim from 2014–15)

² Nature of injuries – Retail Stores:

- Eyeball injury
- Muscle/tendon strain

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 one-off payment in recognition of static pay levels for the preceding 16 months plus a standard pay rise rate each year for three years starting 1 September 2015 (refer to Table 12).

Table 12: State Government Entities Certified Agreement 2015 – one-off payment to staff

Payment Type	Amount	Date Paid/ Commencing
One-off bonus	\$1,300	20 June 2016
Pay rises	2.5%	1 September 2015
	2.5%	1 September 2016
	2.5%	1 September 2017

Source: Source: Workforce and Corporate Support data management system

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2015–16 period.

Future directions

In 2016–17, 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:

- ▶ implementing the relevant strategies and actions in the Strategic Workforce Plan: 2014–19
- ▶ developing and implementing a strategy to foster innovation and engagement across the department
- ▶ developing and implementing an action plan in response to the 2016 Working for Queensland Employee Opinion Survey

- ▶ implementing relevant actions within the department's Aboriginal and Torres Strait Islander Cultural Capability Action Plan
- ▶ implementing the Aurion 11 upgrade, including the new online achievement and capability planning module
- ▶ measuring and monitoring our organisational capability through the following performance measures and targets (see Table 13).

Table 13: Corporate performance measures for 2016–17

Strategic Objective	2016–17 Performance Measures	2016–17 Targets
Create a capable, agile and innovative organisation – Our people	Number of innovative approaches to service delivery implemented	8
	Number of staff who have completed leadership and management programs	70
	Number of DATSIP staff who completed the interactive Ochre Aboriginal and Torres Strait Islander cultural awareness training program	50
	Percentage of Staff Achievement and Capability Plans developed	90%
	Percentage of staff who believe that people in their workgroup are committed to safety	82%
	Percentage of women in Senior Executive Service positions (including CEO)	Baseline target to be established for 2016–17
	Percentage of women in SES and above (incl. equivalent and s.122)	Baseline target to be established for 2016–17
	Percentage of women in Senior Officer positions	Baseline target to be established for 2016–17
	Percentage of Aboriginal and/or Torres Strait Islander staff	Baseline target to be established for 2016–17
	Percentage of staff with disability	Baseline target to be established for 2016–17

Our corporate governance – strategic overview

Our strategic objective:

- ▶ Create a capable, agile and innovative organisation

Queensland Government's objectives:

- ▶ Integrity and accountability
- ▶ Consultation

Our plan to achieve this:



Our corporate governance – what we achieved

‘Effective governance arrangements and practices contribute to a strong, sustainable and accountable entity, while building confidence in the entity and its capacity to adapt in a changing world’

(Australian National Audit Office, Public Sector Governance: Strengthening Performance through Good Governance, Better Practice Guide, 2014:3)

Our department’s governance framework is based on the principles of:

- ▶ effective vision, leadership and strategic direction
- ▶ transparent and open decision-making and reporting
- ▶ clear lines of responsibility and accountability
- ▶ participation in the governance process.

This framework ensures that the standards of accountability and transparency required by our stakeholders and clients are met.

During the past year, we continued to strengthen the department’s corporate governance arrangements and practices to reflect changes in our internal and external environment and to drive organisational performance improvement.

Our highlights

During 2015–16, we:

- ▶ implemented a number of high level functional and reporting changes to better position the department to deliver on its strategic objectives and to respond to whole-of-government priorities
- ▶ aligned with the Department of Communities, Child Safety and Disability Services’ digital pathways strategy adopting new technologies to support ‘paper-lite’ and increase mobility and telecommunications
- ▶ reviewed the existing Service Level Agreement arrangements for the provision of corporate services and determined that the existing arrangements were the most appropriate following consideration of a range of options related to the delivery of cost-effective corporate services
- ▶ improved our monthly reporting dashboard templates and processes to ensure we could clearly monitor the status of key deliverables and our progress in achieving performance targets, to support decision-making
- ▶ streamlined the department’s business planning and risk management templates, instructional materials and processes to support business areas in their 2015–16 business planning process

- ▶ identified new performance measures to improve performance reporting on the efficiency and effectiveness of economic and community participation services
- ▶ achieved a Bronze Award for the department’s 2014–15 Annual Report in the 2015 Australasian Reporting Awards. This national award recognises reports that meet the standards of good reporting such as effectively communicating the department’s economic, environmental and social performance, benchmarking and assessment of performance, and addressing issues of concern to stakeholders.

Performance measure

Number of Service Level Agreements reviewed

Year	Target	Actual	Status
2013–14	6	6	✓
2014–15	6	6	✓
2015–16	6	6	✓

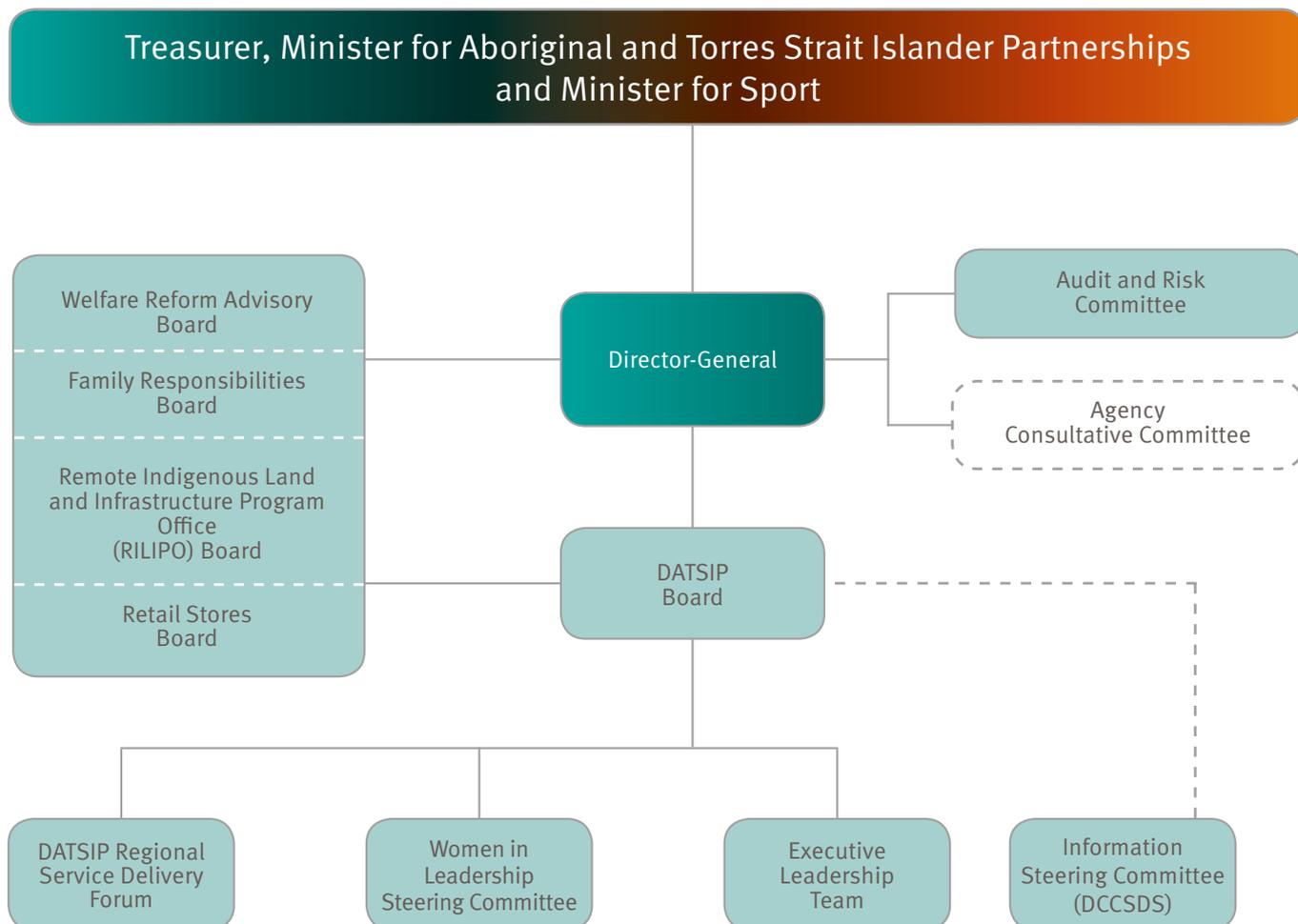
Source: Workforce and Corporate Support data management system

Over the past year, we reviewed six Service Level Agreements for the provision of corporate and other services by external providers, to ensure services are delivered efficiently and that they meet the changes in the department’s requirements. Refer to page 83 for further details regarding Service Level Agreements.

Governance and decision-making bodies

The DATSIP Board, Retail Stores Board and other departmental boards and committees are a significant component of the department’s corporate governance structure (see Figure 9 below).

Figure 9: Governance and decision-making bodies



DATSIP Board

The DATSIP Board is responsible for the overall strategic direction of the department and the strategic management of the department's performance. It is chaired by the Director-General and includes six members of the leadership team, representing each of the department's business areas.

The board met seven times in 2015–16.

Executive Leadership Team

The Executive Leadership Team manages critical and operational issues that impact on the department and its function. It comprises senior executives who met fortnightly during 2015–16.

DATSIP Regional Service Delivery Forum

The DATSIP Regional Service Delivery Forum is jointly chaired by the Deputy Director-General, Policy and Deputy Director-General, Infrastructure and Coordination and comprises members of the leadership team and regional directors. It oversees emerging business and operational issues that impact on regional service delivery. During 2015–16, the forum met four times.

Women in Leadership Steering Committee

At the request of the Director-General, the Women in Leadership Steering Committee met on 10 February 2016 and 14 April 2016 to discuss the Terms of Reference for the Committee and the development of the Women in Leadership Program. On 29 April 2016, the DATSIP Board formally approved the Women in Leadership Steering Committee Terms of Reference and the Women in Leadership Program.

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. In 2015–16, this newly established steering committee met three times.

Information Steering Committee

The Information Steering Committee, convened by the Department of Communities, Child Safety and Disability Services (DCCSDS), manages all ICT-enabled business initiatives.

DATSIP is a member of this steering committee in order to ensure that the department obtains maximum value for the ICT services provided by DCCSDS under a fee-for-service agreement.

Audit and Risk Committee

The Audit and Risk Committee provides independent advice and assurance to the Director-General on the department's risk, control and compliance frameworks, and assists in the discharge of the Director-General's financial management responsibilities imposed under the *Financial Accountability Act 2009*, *Financial Accountability Regulation 2009* and the *Financial and Performance Management Standard 2009*.

During 2015–16, the Audit and Risk Committee met three times, with an additional meeting in August 2016 to approve the department's financial statements.

Agency Consultative Committee

The Agency Consultative Committee (ACC), which was established in 2012, facilitates meaningful consultation between the department's leadership team and the unions on matters arising under the State Government Entities Certified Agreement 2015 as well as matters that otherwise impact or may impact on DATSIP's employees.

The ACC includes representation from the Together Queensland Union of Employees.

During 2015–16, the ACC met on a bi-monthly basis. There were no major industrial issues during the year.

Retail Stores Board

The Retail Stores Board provides an effective governance structure for managing Retail Stores by overseeing business feasibility, planning, risk and outcomes.

In 2015–16, the Board met three times.

Remote Indigenous Land and Infrastructure Program Office Board

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. It resolves cross-agency issues and whole-of-government risks and issues affecting the deliverables of the Program Office.

During 2015–16, the Remote Indigenous Land and Infrastructure Program Office Board met four times.

Welfare Reform Advisory Board

The purpose of the Welfare Reform Advisory Board is to give advice and make recommendations to the Minister for Aboriginal and Torres Strait Islander Partnerships to ensure the effective implementation of the Welfare Reform program.

During 2015–16, the Welfare Reform Advisory Board met on a quarterly basis.

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 (pages 126-128).

Government Bodies (statutory bodies and other entities)

During 2015–16, 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:

- ▶ Island Industries Board, trading as the Islanders Board of Industry and Service
- ▶ Palm Island Community Company
- ▶ Family Responsibilities Board
- ▶ Family Responsibilities Commission
- ▶ Stolen Wages Reparations Taskforce.

Of these, the Island Industries Board (IIB) and the Family Responsibilities Commission (FRC) prepare separate annual reports, which are provided to the Minister for tabling in Queensland Parliament. Therefore, the transactions and achievements of these statutory bodies for 2015–16 are not reported on in this annual report. However, Table 14 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 Stolen Wages Reparations Taskforce is available on the department's internet site at www.datsip.qld.gov.au.

Aligning the organisation to strategy

In early 2016, a number of high level functional and reporting changes were implemented to better position the department to deliver on the department's strategic objectives and to respond to whole-of-government priorities. Changes implemented included:

- ▶ strengthening the DATSIP whole-of-government leadership presence and government coordination function in North Queensland, Far North Queensland and the Torres Strait
- ▶ consolidating the policy functions within central office
- ▶ providing a coordinated focus to drive the strategic reform agenda – reparations, cultural capability, reconciliation and reinvestment
- ▶ responding to the government's Youth Sexual Violence and Abuse initiative
- ▶ enhancing the focus on employment, industry engagement and procurement to create more economic opportunities.

These changes are reflected in the department's organisational structure, as at 30 June 2016, which is provided at Figure 1, page 13.

Table 14: 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> .
Island Industries Board	The Island Industries Board operates 17 retail stores in the Torres Strait under the trading name of the Islander Board of Industry and Service (IBIS). It aims to deliver goods and services, including healthy food choices, at the lowest prices to the communities of the Northern Peninsula Area and Torres Strait on a sustainable business basis.	The Island Industries Board 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 are: planning, measuring performance, and internal and external reporting.

The framework has a strong focus on driving innovation and business improvements by drawing on contemporary best practice in strategic management. Elements of this best practice include outcomes reporting and the integration of planning, measurement and reporting processes into corporate planning and performance monitoring and measurement. The framework responds to the requirements of the *Financial Accountability Act 2009* and the *Public Sector Ethics Act 1994*.

Regular monitoring and reporting on operational plans, through mechanisms such as innovative dashboard reports, ensure transparent decision-making and accountability.

In 2015–16, the department achieved a Bronze Award for the department's 2014–15 Annual Report in the 2015 Australasian Reporting Awards. This national award recognises reports that meet the standards of good reporting such as effectively communicating the department's economic, environmental and social performance, benchmarking and assessment of performance, and addressing issues of concern to stakeholders.

Strategic and operational planning

The 2015–19 Department of Aboriginal and Torres Strait Islander Partnerships Strategic Plan set the four-year strategic direction for the department by articulating our vision, values and guiding principles and showing how we contribute to delivering on the Queensland Government's objectives 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*.

During 2015–16, the plan guided the work of the department in achieving improved economic and community outcomes for Aboriginal and Torres Strait Islander Queenslanders. This included ensuring a clear line of sight from the department's Strategic Plan to business area operational plans and risk registers.

The 2016 Employee Opinion Survey revealed that 88 per cent of staff understand how their work contributes to the organisation's objectives and this confirms the effectiveness of the department's strategic and operational planning program. This result is consistent with the survey findings from last year.

Performance measure

Percentage of staff who understand how their work contributes to the organisation's objectives

Year	Target	Actual	Status
2014–15	85%	87%	✓
2015–16	88%	88%	✓

Source: 2014–15 Employee Opinion Survey 2015–16 EOS

By 30 June 2016, the department developed the 2016–20 Strategic Plan which will guide the work of the department over the next four years. This Strategic Plan is available on the department's internet site at www.datsip.qld.gov.au.

Risk management

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

Key achievements in risk management during 2015–16 included:

- ▶ a risk management workshop with senior executives to develop the 2015–16 strategic risk register
- ▶ 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 is committed to the highest standards of openness, probity and accountability in all of its affairs and an organisational culture where no act of fraud or corruption is tolerated. This dedication to integrity requires that all staff 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 intranet site.

Asset management

Assets owned by the department include buildings, improved and unimproved vacant land as well as plant, equipment, furniture, fittings and software assets. Asset registers are maintained to manage and monitor departmental assets and stocktakes are undertaken in line with Queensland Treasury guidelines. All property assets have been comprehensively revalued in the past four years.

Information systems and recordkeeping

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. DATSIP is a member of the Information Management Steering Committee chaired by DCCSDS to ensure it maximises the value of its business investments that have an ICT-enabled component.

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 the Internal Audit and Compliance Services within the DCCSDS. This 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 2015–18 Strategic Audit Plan and Annual Audit Plan 2015–16, endorsed by the Audit and Risk Committee in August 2015, were developed to focus on the higher risk business units and projects where audit and assurance activities will provide the most value. The Annual Audit Plan 2015–16 identified the top 10 risks for the department which were monitored and treated throughout the year.

In 2015–16, the Internal Audit and Compliance Services program of work included:

- ▶ undertaking business assurance audits for Retail Stores operations
- ▶ data analytics for accounts payable controls
- ▶ operational audits on Jobs Effectiveness Measures

- ▶ information systems audits on the Youth Employment Program Customer Relationship Management System and the reparations payment system
- ▶ financial and systems assurance audits on the department's financial statements and new Aurion payroll system
- ▶ other audit activities, including the Audit and Risk Committee Secretariat, strategic and annual audit planning, scheduling activities and audit monitoring.

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. In 2015–16, the Auditor-General:

- ▶ issued unmodified audit reports on the 2014–15 General Purpose Financial Statements for the department, the Family Responsibilities Commission and the 2015–16 General Purpose Financial Statements for the Island Industries Board
- ▶ assessed the controls existing over the department's major financial systems
- ▶ closed a number of recommendations from previous cross-sector audits on risk management. These audits gave rise to a number of recommendations that are currently being implemented.

In June 2016, the Auditor-General released the 2015–19 Strategic Audit Plan. The proposed performance audit program in this plan includes a performance audit of Aboriginal and Torres Strait Islander education and employment outcomes in 2016–17.

Public Sector ethics

All DATSIP staff, including volunteers, students, contractors, consultants and anyone working in any other capacity for the department, are required to adhere to the Code of Conduct for the Queensland Public Service (the Code of Conduct). 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 ethics' principles, namely:

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

Staff are able to access the Code of Conduct and a range of supporting resources, including an audio version of the policy, through the department's intranet site. Adherence to the Code of Conduct is a significant way in which the department demonstrates ethical leadership in how it performs its role.

Service Level Agreements

Our department has six Service Level Agreements for the provision of corporate and other services. These are:

- ▶ a Memorandum of Understanding between the Department of Communities, Child Safety and Disability Services and DATSIP for the provision of a range of corporate services. The period of the agreement is 1 July 2015 to 30 June 2017
- ▶ a Service Level Agreement between the Department of Science, Information Technology and Innovation and DATSIP for the provision of transactional human resources and financial services. The period of the agreement is 1 July 2014 to 30 June 2016
- ▶ a Service Level Agreement between the Department of Environment and Heritage Protection and DATSIP for support to the Cape York Peninsula Tenure Resolution Program. The period of the agreement is 1 July 2015 to 30 June 2016
- ▶ a Service Level Agreement between the Department of National Parks, Sport and Racing and DATSIP for support to the Cape York Peninsula Tenure Resolution Program. The period of the agreement is 1 July 2015 to 30 June 2016
- ▶ a Service Level Agreement between the Department of Natural Resources and Mines and DATSIP for support to the Cape York Peninsula Tenure Resolution Program. The period of the agreement is 1 July 2015 to 30 June 2016.
- ▶ a Service Level Agreement between Cohga Pty Ltd and DATSIP for the provision and support of the Aboriginal and Torres Strait Islander Cultural Heritage Database and Register. The period of this agreement is from 1 June 2015 to 29 November 2018.

By 30 June 2016, the department had reviewed its six Service Level Agreements to ensure the efficient delivery of corporate and other services, and that services delivered meet changes in the department's requirements.

Future directions

In 2016–17, our department will continue to strengthen its corporate governance arrangements and processes to create a capable, agile and innovative organisation by:

- ▶ developing and publishing the department's 2017–21 Strategic Plan
- ▶ undertaking an annual review of Service Level Agreements with external service providers to ensure that they are effective and up-to-date, and that changes in the department's requirements have been taken into account
- ▶ effectively managing the department's transition to 1 William Street.

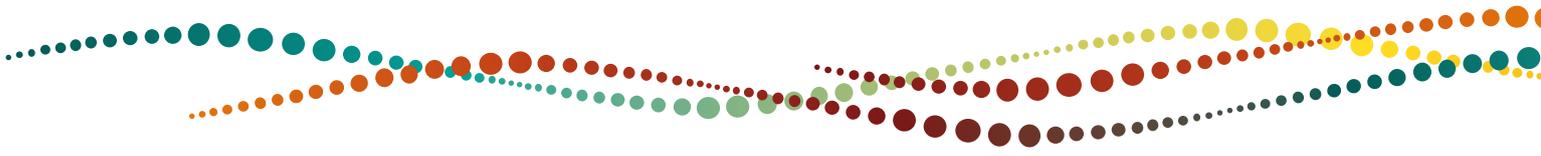
We will continue to measure our success through the corporate governance performance measures (see Table 15).

Table 15: Corporate performance measures for 2016–17

Strategic Objective	2016–17 Performance Measures	2016–17 Targets
Create a capable, agile and innovative organisation – Our governance	Percentage of staff who understand how their work contributes to the organisation's objectives	89%
	Number of Service Level Agreements reviewed	6



Our financial performance



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 2016. "

A set of comprehensive financial statements is provided on page 89 of this report.

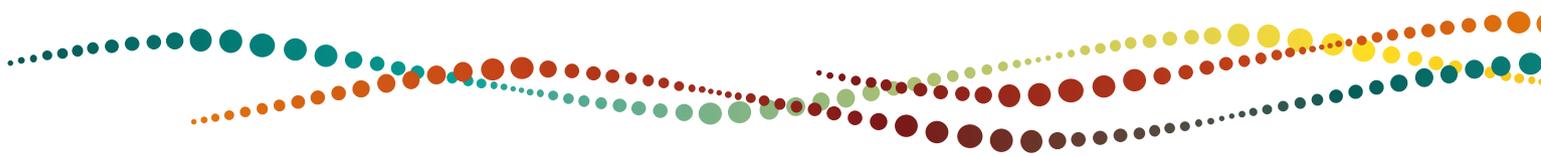


Table of Contents

Our highlights	85
Our performance	85
Income received	85
Expenses incurred	86
Expenditure comparison to last year	86
Positive financial position in 2015–16	87
Assets held	87
Liabilities and equity	88
Administered items	88

In 2015–16, 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.

Our highlights

During 2015–16, we:

- ▶ effectively transitioned to the SAP ECC5 Finance system in April 2016, including the introduction of time saving on-line approval of expenditure
- ▶ successfully achieved continued funding for key programs including:
 - the Cape York Peninsula Tenure Resolution Program which transfers state lands to Traditional Ownership, maximising employment outcomes for local communities
 - the Remote Indigenous Land and Infrastructure Program Office to provide an integrated approach to capital works in discrete Aboriginal and Torres Strait Islander communities maximising local employment and business outcomes from government capital investment in the communities
- ▶ successfully achieved additional funding for other initiatives aimed at improving economic and community participation outcomes for Aboriginal and Torres Strait Islander Queenslanders in 2016–17 and beyond.

Our performance

As at 30 June 2016, income, including revenue from government, amounted to \$102.6 million and expenses were \$99.2 million, resulting in an operating surplus from operations of \$3.4 million. This reflects a surplus achieved in the Retail Stores' operation plus funding received in advance for land administration activities undertaken by the department's Remote Indigenous Land and Infrastructure Program Office in Cairns. The Retail Stores' surplus will be re-invested in maintaining and improving plant and equipment essential for the ongoing provision of quality food, drinks and variety products in the communities where the Retail Stores operate. Land administration funding will be expended in 2016–17 on activities to support the remaining National Partnership Agreement on Remote Indigenous Housing and other development works in discrete Aboriginal and Torres Strait Islander communities.

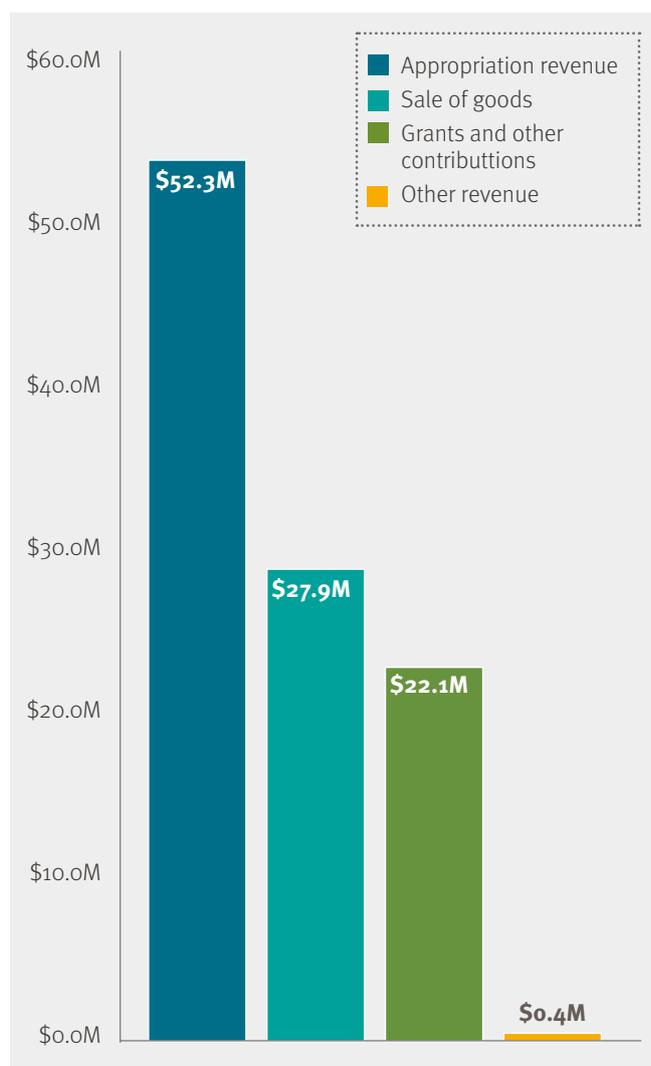
Income received

The department received income from a range of sources including the Queensland Government, the Australian Government and through the sale of goods in the Retail Stores. Total income for the department for 2015–16 was \$102.6 million and this included:

- ▶ \$52.3 million in appropriation revenue from the Queensland Government
- ▶ \$27.9 million from the sale of goods in the Retail Stores
- ▶ \$22.1 million in grants and other contributions mainly from the Australian Government through the Department of Public Works and Housing for the National Partnership Agreement on Remote Indigenous Housing and associated projects
- ▶ \$0.4 million in other revenue.

Figure 10 shows the revenue across items for 2015–16.

Figure 10: Revenue by type (\$M)



Source: DATSIP's 2015–16 financial statements.

Expenses incurred

During 2015–16, 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
- ▶ inventory and operational costs in the Retail Stores.

Total expenses for 2015–16 were \$99.2 million and included:

- ▶ \$35.1 million on employee expenses
- ▶ \$23.3 million on supplies and services, including service procurement for Welfare Reform communities
- ▶ \$20.5 million on grants expenditure, mainly infrastructure development works in discrete Aboriginal and Torres Strait Islander communities
- ▶ \$18.6 million on the purchase of inventory for resale in the Retail Stores
- ▶ \$1.3 million on depreciation and amortisation expenses
- ▶ \$0.4 million on other expenses.

Figure 11 shows the expenses across items for 2015–16.

Figure 11: Operating expenditure by type



Source: DATSIP's 2015–16 financial statements.

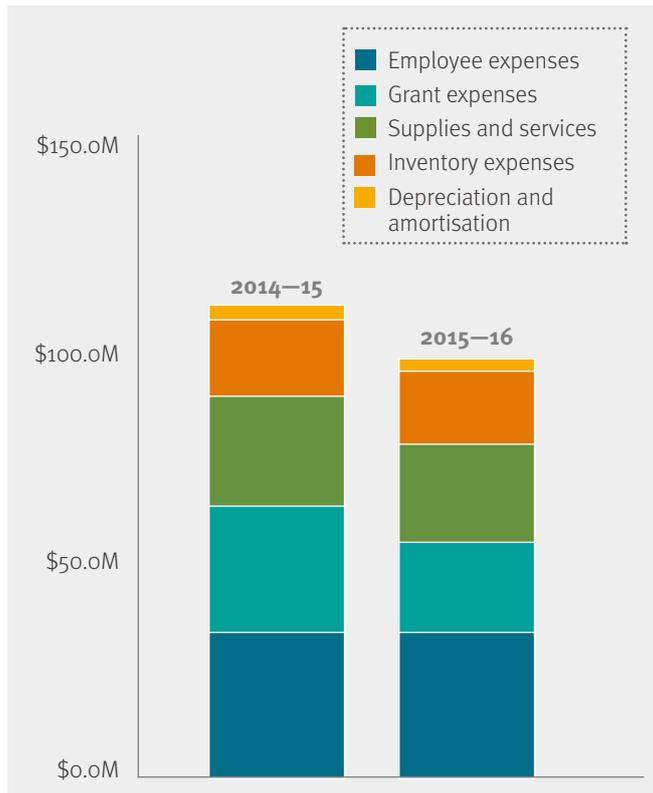
Expenditure comparison to last year

Expenditure for our department in 2015–16 was \$12.5 million less than 2014–15. This reduction includes the transfer of Multicultural Affairs Queensland (MAQ) to the Department of Communities, Child Safety and Disability Services (DCCSDS) in February 2015. Funding for infrastructure development and survey works in remote Indigenous communities under the National Partnership Agreement on Remote Indigenous Housing (NPARIH) was also less year-on-year as the current program reaches completion. These reductions were offset by additional funding provided for the Reparation for Stolen Wages Program which commenced during 2015–16.

Employee expenses reduced following the transfer of MAQ staff to DCCSDS in 2015, offset by additional resources provided to administer the Reparation for Stolen Wages Program. The reduction in grants expenses reflects reduced expenditure for NPARIH and other infrastructure works and the MAQ transfer.

Figure 12 compares the department's expenditure in 2015–16 with 2014–15.

Figure 12: Expenditure comparison to 2014–15



Source: DATSIP's 2015–16 financial statements.

Positive financial position in 2015–16

Our department was in a positive financial position at the end of the 2015–16 financial year. Total equity was \$41.8 million, an increase of \$3.8 million from 2014–15. This increase reflects the operating surplus achieved in the Retail Stores during the year, plus funding received in advance for land administration activities in discrete communities.

Assets held

Total assets held by the department at 30 June 2016 were \$49.6 million, which included:

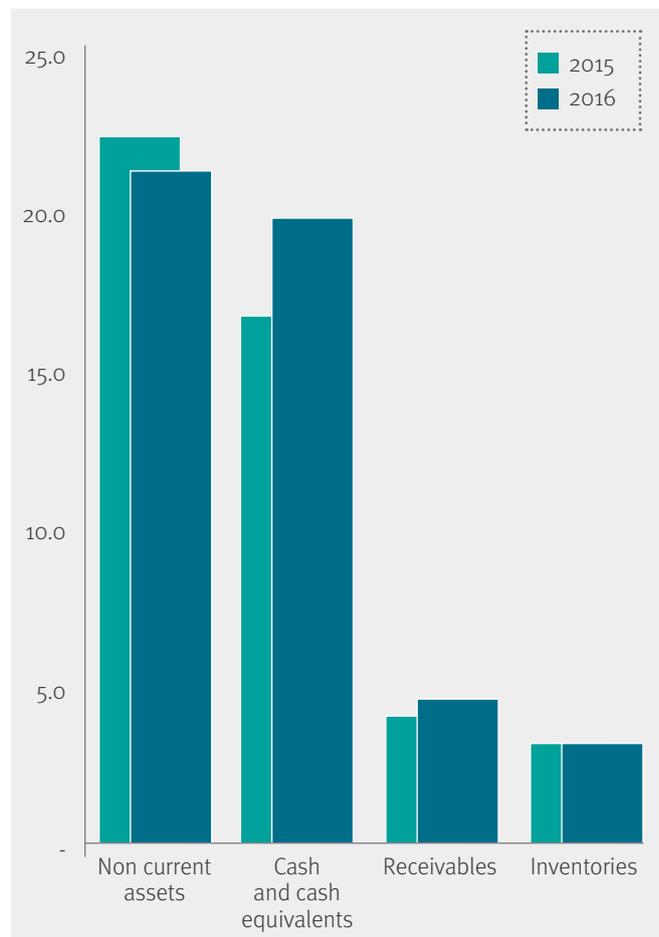
- \$21.8 million in property, plant and equipment and software
- \$20 million in cash assets
- \$4.9 million in receivables
- \$2.9 million in inventories.

The cash balances are required to fund payables outstanding at 30 June 2016 and include the funding received in advance for Remote Indigenous Land and Infrastructure Program activities and projects to be undertaken in 2016–17, and retained surpluses in the Retail Stores.

Property, plant and equipment held by the department included: the Retail Stores, associated equipment and employee housing; and other land and buildings located in remote areas or discrete communities across the state. It also included office fit-outs and some office equipment. The department has one software asset being the cultural heritage database which maintains a register of cultural heritage sites and artefacts and enables searches of this by the general public.

Figure 13 provides a summary of the department's assets in 2015 and 2016.

Figure 13: Assets



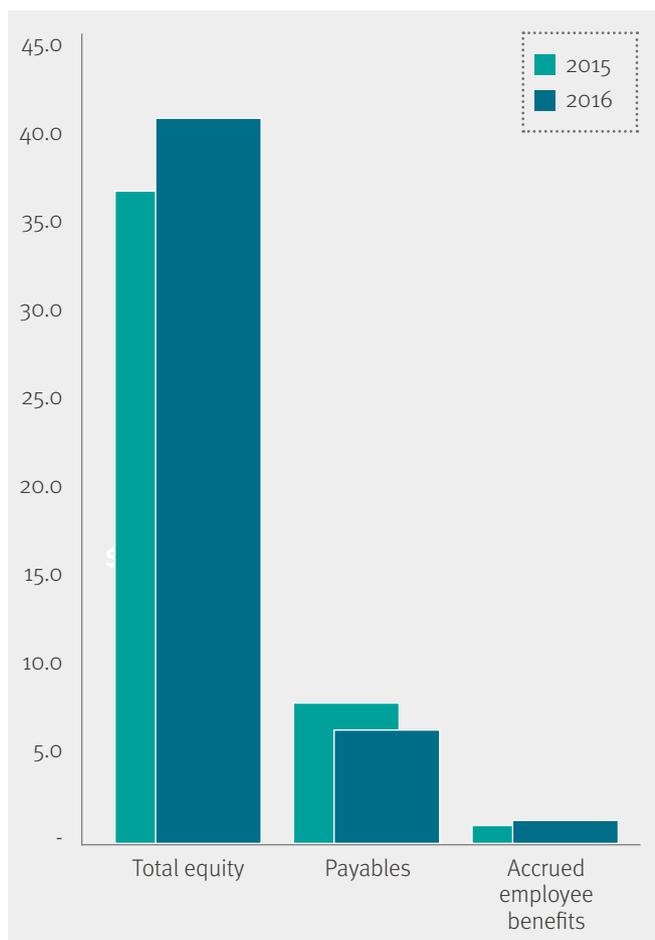
Source: DATSIP's 2015–16 financial statements.

Liabilities and equity

At 30 June 2016, our department had liabilities of \$7.8 million. This balance included expenditure accrued but not yet paid in relation to the Remote Indigenous Land and Infrastructure Program, other payables and accrued employee benefits.

Figure 14 details the department's liabilities and equity in 2015 and 2016.

Figure 14: Liabilities and equity



Source: DATSIP's 2015–16 financial statements.

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 2016. This amount included \$1.8 million funded by the Australian Government.

In addition, the department administered the payment of \$10.3 million to the Western Cape Communities Trust under the Western Cape Communities Co-Existence Agreement.

During 2015–16, our department closed the Aborigines Welfare Fund bank account in response to a recommendation from the Stolen Wages Reparations Taskforce. A small amount of funds has been retained in a separate account to cover the costs of any remaining deceased estates. Remaining funds will be applied to acts of reconciliation that publicly acknowledge and record the history of stolen wages and savings in Queensland.



Financial statements

Table of Contents

Statement of comprehensive income	90
Statement of financial position	91
Statement of changes in equity	92
Statement of cash flows	93
Statement of comprehensive income by major departmental services	94
Notes to and forming part of the financial statements 2015–16	95

The financial statements enable readers to assess the department's financial results for the 2015–16 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 6, Neville Bonner Building
75 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@datqip.qld.gov.au
Website: www.datqip.qld.gov.au

Statement of comprehensive income

for the year ended 30 June 2016

	NOTES	2016 \$'000	2015 \$'000
INCOME FROM CONTINUING OPERATIONS			
Appropriation revenue	2	52,299	51,722
Sale of goods	3	27,875	27,981
Grants and other contributions	4	22,106	33,333
Other revenue		369	442
Total income from continuing operations		102,649	113,478
EXPENSES FROM CONTINUING OPERATIONS			
Employee expenses	5	35,114	35,540
Supplies and services	7	23,277	26,817
Grants	8	20,519	29,104
Depreciation and amortisation		1,321	1,411
Inventory expenses		18,649	18,594
Other expenses	9	407	308
Total expenses from continuing operations		99,287	111,774
Operating result from continuing operations		3,362	1,704
OTHER COMPREHENSIVE INCOME			
<i>Items that will not be reclassified to Operating Result:</i>			
Increase (decrease) in asset revaluation surplus		–	704
Total other comprehensive income		–	704
Total comprehensive income		3,362	2,408

The accompanying Notes form part of these statements.

Statement of financial position

as at 30 June 2016

	NOTES	2016 \$'000	2015 \$'000
CURRENT ASSETS			
Cash at bank and on hand		19,978	17,264
Receivables	10	4,892	4,720
Inventories		2,925	2,987
Other current assets		–	108
Total current assets		27,795	25,079
NON-CURRENT ASSETS			
Property, plant and equipment	11	21,587	21,969
Intangible assets		194	238
Total non-current assets		21,781	22,207
Total assets		49,576	47,286
CURRENT LIABILITIES			
Payables	12	6,233	8,073
Accrued employee benefits	13	1,522	1,199
Total current liabilities		7,755	9,272
Net assets		41,821	38,014
EQUITY			
Contributed equity		27,801	27,358
Asset revaluation surplus	14	4,004	4,004
Accumulated surplus		10,016	6,652
Total equity		41,821	38,014

The accompanying Notes form part of these statements.

Statement of changes in equity

for the year ended 30 June 2016

	CONTRIBUTED EQUITY \$'000	ASSET REVALUATION SURPLUS \$'000	ACCUMULATED SURPLUS \$'000	TOTAL \$'000
BALANCE AS AT 1 JULY 2014	33,875	3,300	4,948	42,123
Operating result from continuing operations	–	–	1,704	1,704
OTHER COMPREHENSIVE INCOME				
Increase in asset revaluation surplus	–	704	–	704
Total comprehensive income for the year	–	704	1,704	2,408
TRANSACTIONS WITH OWNERS AS OWNERS				
Net transfers to other Queensland Government entities	(6,110)	–	–	(6,110)
Post machinery-of-government adjustment	(361)	–	–	(361)
Net assets transferred via machinery-of-government change	(46)	–	–	(46)
Net transactions with owners as owners	(6,517)	–	–	(6,517)
Balance as at 30 June 2015	27,358	4,004	6,652	38,014
BALANCE AS AT 1 JULY 2015	27,358	4,004	6,652	38,014
Operating result from continuing operations	–	–	3,362	3,362
Total comprehensive income for the year	–	–	3,362	3,362
TRANSACTIONS WITH OWNERS AS OWNERS				
Non-appropriated equity adjustment	443	–	–	443
Post machinery-of-government adjustment	–	–	2	2
Net transactions with owners as owners	443	–	2	445
Balance as at 30 June 2016	27,801	4,004	10,016	41,821

The accompanying Notes form part of these statements.

Statement of cash flows

for the year ended 30 June 2016

	NOTE	2016 \$'000	2015 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
INFLOWS:			
Appropriation revenue		50,991	54,374
Sale of goods		27,626	27,858
Grants and other contributions		21,549	35,500
Interest receipts		134	129
GST input tax credits received from Australian Taxation Office		5,523	6,458
GST collected from customers		1,570	1,697
Other		224	336
OUTFLOWS:			
Employee expenses		(34,786)	(35,559)
Supplies and services		(22,344)	(27,450)
Grants		(21,872)	(30,646)
Inventory expenses		(18,586)	(18,594)
GST paid to suppliers		(4,883)	(6,949)
GST remitted to Australian Taxation Office		(1,697)	(1,697)
Other		(281)	(355)
Net cash provided by (used in) operating activities	15	3,168	5,102
CASH FLOW FROM INVESTING ACTIVITIES			
OUTFLOWS:			
Payments for property, plant and equipment		(897)	(2,428)
Payments for intangibles		–	(223)
Net cash provided by (used in) investing activities		(897)	(2,651)
CASH FLOWS FROM FINANCING ACTIVITIES			
INFLOWS:			
Equity injection		443	–
OUTFLOWS:			
Equity withdrawal		–	(361)
Net cash provided by (used in) financing activities		443	(361)
Cash at bank and on hand at beginning of financial year		17,264	15,174
Net increase (decrease) in cash at bank and on hand		2,714	2,090
Cash at bank and on hand at end of financial year		19,978	17,264

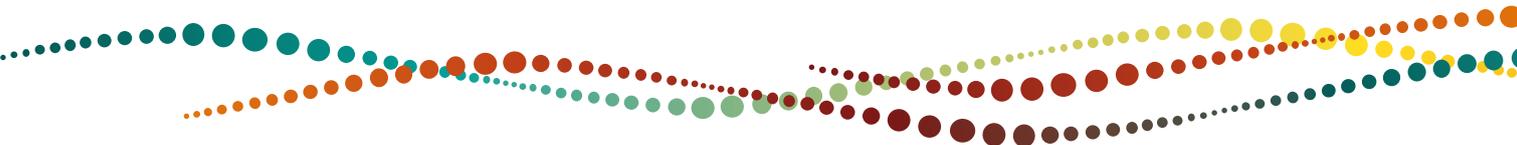
The accompanying Notes form part of these statements.

Statement of comprehensive income by major departmental services

for the year ended 30 June 2016

	ECONOMIC PARTICIPATION SERVICES	COMMUNITY PARTICIPATION SERVICES	TOTAL	ECONOMIC PARTICIPATION SERVICES	COMMUNITY PARTICIPATION SERVICES	TOTAL
	2016	2016	2016	2015	2015	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME FROM CONTINUING OPERATIONS						
Appropriation revenue	22,812	29,487	52,299	25,945	25,777	51,722
Sale of goods	–	27,875	27,875	36	27,945	27,981
Grants and other contributions	21,531	575	22,106	32,444	889	33,333
Other revenue	8	361	369	35	408	442
Total income from continuing operations	44,351	58,298	102,649	58,460	55,019	113,478
EXPENSES FROM CONTINUING OPERATIONS*						
Employee expenses	15,852	19,262	35,114	16,989	18,551	35,540
Supplies and services	11,984	11,293	23,277	15,740	11,077	26,817
Grants	14,607	5,912	20,519	25,668	3,436	29,104
Depreciation and amortisation	154	1,167	1,321	139	1,272	1,411
Inventory expenses	–	18,649	18,649	–	18,594	18,594
Other expenses	141	266	407	84	224	308
Total expenses from continuing operations	42,738	56,549	99,287	58,620	53,154	111,774
Operating result from continuing operations	1,613	1,749	3,362	(161)	1,865	1,704
OTHER COMPREHENSIVE INCOME						
<i>Items that will not be reclassified to operating result:</i>						
Increase (decrease) in asset revaluation surplus	–	–	–	–	704	704
Total other comprehensive income	–	–	–	–	704	704
Total comprehensive income	1,613	1,749	3,362	(161)	2,569	2,408
*Allocation of expenses from corporate services:						
Expenses	1,684	2,073	3,757	1,744	1,788	3,532

Notes to and forming part of the financial statements 2015–16



Note Table of Contents

- 1 Summary of significant accounting policies
- 2 Reconciliation of appropriation payments from the consolidated fund
- 3 Sale of goods
- 4 Grants and other contributions
- 5 Employee expenses
- 6 Key management personnel and remuneration expenses
- 7 Supplies and services
- 8 Grants
- 9 Other expenses
- 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 Financial instruments
- 18 Schedule of administered items
- 19 Reconciliation of payments from consolidated fund to administered income
- 20 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 in the Appendix headed 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 is also earned from Retail Stores operations.

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 and programs that result in our customers acquiring in-demand skills, entering and actively participating in the workforce, 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 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.

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 2015.

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(n).

b) 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.

c) Appropriation revenue

Appropriations provided under the *Appropriation Act 2015* are recognised as revenue when received. Approval has been obtained from Queensland Treasury to recognise a receivable for amounts not received 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 appropriations.

d) Inventories

Inventories primarily represent saleable goods held at the six Retail Stores managed by the department. Inventories held for sale are valued at the lower of cost and net realisable value.

Cost is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition.

Net realisable value is determined on the basis of the department's normal selling pattern.

Any costs associated with marketing, selling and distribution are deducted to determine net realisable value.

e) Property, plant and equipment

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.

f) 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 undertaken at least once every five years. However, if a class of asset experiences significant and volatile changes in fair value, these assets may be revalued more frequently.

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 2015-16, 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 assets (excluding Retail Stores) were not indexed as the average cumulative effect over the period 2013-16 was not material. Indexation if applied would have led to a net decrease of 2.8% in land values and net increase of 3.7% in building values.

Retail Stores buildings were indexed in 2014-15 having had an average cumulative effect of 6.42% for the years 2013-15. This year Retail Stores elected to not apply indexation to their buildings having only had a net increase of 2%.

(ii) Buildings on Deed of Grant in Trust (DOGIT) land

In 2015-16, the department engaged the State Valuation Service (SVS) to supply indices for buildings on DOGIT land.

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.

The latest comprehensive valuation by SVS for these buildings was in March 2012 for Retail Stores, with an effective date of 30 June 2012 and May 2013 with an effective date of 30 June 2013, for the remainder of the department's properties. Land is valued at a nominal value of \$1 per parcel as land is held in trust for the local community.

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 assets 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 2015-16.

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.

g) 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.

h) 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:

Class	Rate %
Buildings	1.6 – 7.0
Plant and equipment	1.9 – 33.3
Internally generated software	14.3

i) 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 2015-16.

j) 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 6.

k) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities, as a result of machinery-of-government changes, are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

l) 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.

m) Other presentation matters

Currency and rounding - Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1000 or, where that amount is less than \$500, to zero, unless disclosure of the full amount is specifically required.

n) New accounting standards or change in accounting policy

The department did not voluntarily change any of its accounting policies during 2015-16.

i) Accounting standards adopted early for 2015-16

Two Australian Accounting Standards have been adopted early for the 2015-16 year as required by Queensland Treasury. These are:

1. *AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, AASB 101, AASB 134 & AASB 1049]*

The amendments arising from this standard seek to improve financial reporting by providing flexibility as to the ordering of notes, the identification and location of significant accounting policies and the presentation of sub-totals, and provide clarity on aggregating line items. It also emphasises only including material disclosures in the notes. The department has applied his flexibility in preparing the 2015-16 financial statements, including co-locating significant accounting policies with the elected breakdowns of financial statement figures in the notes.

2. *AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities [AASB 13]*

This standard amends AASB 13 *Fair Value Measurement* and provides relief to not-for-profit public sector entities from certain disclosures about property, plant and equipment which is primarily held for its current service potential rather than to generate future net cash inflows. The relief applies to assets under AASB 116 *Property, Plant and Equipment* which are measured at fair value and categorised within Level 3 of the fair value hierarchy.

As a result, the following disclosures are no longer required for those assets. In adopting the amendments early, the following disclosures have been removed from the 2015-16 financial statements:

- disaggregation of certain gains/losses on assets reflected in the operating result;
- quantitative information about the significant unobservable inputs used in the fair value measurement; and
- a description of the sensitivity of the fair value measurement to changes in the unobservable inputs.

ii) New and revised accounting standards

No new Australian Accounting Standards effective for the first time in 2015-16 had any material impact on this financial report.

AASB 124 Related Party Disclosures

Effective from reporting periods beginning on or after 1 July 2016, a revised version of AASB 124 will apply to the department. AASB 124 requires disclosures about the remuneration of key management personnel (KMP), transactions with related parties and relationships between parent and controlled entities.

The department already discloses detailed information about remuneration of its KMP, based on Queensland Treasury's Financial Reporting Requirements for Queensland Government Agencies. Due to the additional guidance about the KMP definition in the revised AASB 124, the department will disclose its responsible Minister as part of its KMP from 2016-17. The department does not provide remuneration to the Minister so figures for Ministerial remuneration will not be disclosed by the department.

The most significant implications of AASB 124 for the department are the required disclosures about transactions between the department and its related parties (as defined in AASB 124). For any such transactions, from 2016-17, disclosures will include the nature of the related party relationship, as well as information about those transactions' terms/conditions and amounts, any guarantees given/received, outstanding receivables/ payables, commitments, and any receivables where collection has been assessed as being doubtful. In respect of related party transactions with other Queensland Government controlled entities, the information disclosed will be more high level, unless a transaction is individually significant. No comparative information is required in respect of related party transactions in the 2016-17 financial statements.

	2016 \$'000	2015 \$'000
2. APPROPRIATION REVENUE		
Reconciliation of payments from consolidated fund to appropriation revenue recognised in the operating result		
Budgeted appropriation revenue	55,181	58,012
Transfer to administered revenue, refer to Note 19	(2,861)	(1,688)
Lapsed appropriation revenue for services	(1,329)	–
Transfers to other departments - Machinery-of-government	–	(1,950)
Total appropriation receipts (cash)	50,991	54,374
Less: Opening balance of appropriation revenue receivable	–	(1,848)
Plus: Closing balance of appropriation revenue receivable	504	–
Plus: Opening balance of appropriation revenue payable	804	–
Less: Closing balance of departmental services revenue payable	–	(804)
Appropriation revenue recognised in statement of comprehensive income	52,299	51,722
3. SALE OF GOODS		
Sale of goods	27,825	27,839
Rental income	50	142
Total	27,875	27,981
Sale of goods is largely represented by cash sales occurring at the six Retail Stores managed by the department. Revenue is recognised when earned and can be measured reliably with a sufficient degree of certainty.		
4. GRANTS AND OTHER CONTRIBUTIONS		
Contributions from other government agencies	21,531	32,212
Services received at below fair value	575	1,121
Total	22,106	33,333
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 (control 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.		
5. EMPLOYEE EXPENSES		
EMPLOYEE BENEFITS		
Wages and salaries	27,100	27,096
Employer superannuation contributions	3,497	3,593
Annual leave levy	2,857	2,905
Long service leave levy	647	632
Other employee benefits	559	733
	34,660	34,959
EMPLOYEE RELATED EXPENSES		
Workers' compensation premium	148	177
Payroll tax	–	(4)
Other employee related expenses	306	408
Total	35,114	35,540
The number of employees as at 30 June 2016 including both full-time employees and part-time employees measured on a full-time equivalent basis is:		
	2016	2015
Number of employees	347	310

6. KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

(a) Key management personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2015-16. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

POSITION	RESPONSIBILITIES	CURRENT INCUMBENTS		
		CONTRACT CLASSIFICATION AND APPOINTMENT AUTHORITY	DATE OF APPOINTMENT	DATE OF RESIGNATION OR CESSATION
Director-General	Responsible for the efficient, effective and economic administration of the department.	CEO / <i>s92 Public Service Act 2008</i>	Appointed 20 July 2015	
Director-General	Responsible for the efficient, effective and economic administration of the department.	CEO / <i>s92 Public Service Act 2008</i>	Appointed 9 October 2013	Appointed to Director-General, Department of Natural Resources and Mines, 20 July 2015
Deputy Director-General, Economic Participation	Responsible for developing, leading and driving strategy, policy, programs and service delivery outcomes.	<i>S122 Public Service Act 2008</i>	Appointed 16 June 2014	Ceased 23 March 2016
Deputy Director-General, Policy (role formerly named Deputy Director-General Community Participation)	Responsible for developing, leading and driving the development and implementation of social policy, strategic initiatives and programs to deliver on government priorities.	SES 3 High employed under the <i>Public Service Act 2008</i> 3 April 2012 to 22 June 2016 SES 4 High employed under the <i>Public Service Act 2008</i> 22 June 2016	Appointed 3 April 2012	
Deputy Director-General, Infrastructure & Coordination	Responsible for 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.	SES 2 High employed under the <i>Public Service Act 2008</i>	Temporary assignment from 27 April 2016 Formally appointed 27 June 2016	
Executive Director – Remote Indigenous Land and Infrastructure Program Office	Responsible for facilitating housing investment and a range of other social and economic development opportunities in discrete Aboriginal and Torres Strait Islander communities.	SES 2 High employed under the <i>Public Service Act 2008</i>	Appointed 3 April 2012	Appointed to Deputy Director-General, Infrastructure & Coordination 27 April 2016
Executive Director - Policy	Responsible for high level policy and program advice to improve social outcomes for the benefit of Aboriginal and Torres Strait Islander Queenslanders	SES 2 High employed under the <i>Public Service Act 2008</i> higher duties	Appointed 8 February 2016	

6. KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (CONTINUED)

POSITION	RESPONSIBILITIES	CURRENT INCUMBENTS		
		CONTRACT CLASSIFICATION AND APPOINTMENT AUTHORITY	DATE OF APPOINTMENT	DATE OF RESIGNATION OR CESSATION
Acting Executive Director – Policy	Responsible for high level policy and program advice to improve social outcomes for the benefit of Aboriginal and Torres Strait Islander Queenslanders.	SES 2 High employed under the <i>Public Service Act 2008</i> higher duties	Temporary assignment from 25 July 2015	Ceased 7 February 2016
Executive Director - Economic Participation	Responsible for high level leadership through working collaboratively with internal and external stakeholders to improve employment and business development opportunities for Aboriginal and Torres Strait Islander Queenslanders.	SES 2 High employed under the <i>Public Service Act 2008</i>	Appointed 15 February 2016	
Acting Executive Director - Economic Participation	Responsible for high level leadership through working collaboratively with internal and external stakeholders to improve employment opportunities and business development for Aboriginal and Torres Strait Islander Queenslanders.	SES 2 High employed under the <i>Public Service Act 2008</i>	Temporary assignment from 3 August 2015	Ceased 14 February 2016
Acting Executive Director - Corporate and Client Services	Responsible for corporate functions and lead responsibility for client-based activities such as managing Retail Stores and community and personal histories.	S122 <i>Public Service Act 2008</i>	Temporary assignment from 20 April 2015	Ceased 20 October 2015

Some positions have been excluded from the table on the basis of being immaterial in relation to the time spent in the role and the dollar value.

(b) Remuneration Expenses

Remuneration policy for the department's key management personnel 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 2015-16 year, remuneration of key management personnel 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 benefits which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year; or for that part of the year during which the employee was a key management person;
 - performance payments recognised as an expense during the year; and
 - non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods in lieu of notice on termination, regardless of the reason for termination.

6. KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (CONTINUED)

1 July 2015 – 30 June 2016

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				
Director-General	323	5	7	24	–	359
Director-General (transferred 20 July 2015)	27	2	–	3	–	32
Deputy Director-General, Economic Participation	225	7	5	22	–	259
Deputy Director-General, Policy	252	5	6	24	–	287
Deputy Director-General, Infrastructure & Coordination	33	–	1	2	–	36
Executive Director - Remote Indigenous Land and Infrastructure Program Office	222	1	5	18	–	246
Executive Director - Policy	176	–	4	17	–	197
Acting Executive Director - Policy (ceased 7 February 2016)	121	–	2	10	–	133
Executive Director - Economic Participation	85	–	1	7	–	93
Acting Executive Director - Economic Participation (ceased 14 February 2016)	118	5	3	10	–	136
Acting Executive Director - Corporate and Client Services (ceased 20 October 2015)	148	–	2	6	62	218

1 July 2014 – 30 June 2015

POSITION (DATE RESIGNED IF APPLICABLE)	SHORT-TERM EMPLOYEE BENEFITS		LONG-TERM EMPLOYEE EXPENSES	POST EMPLOYMENT EXPENSES	TOTAL REMUNERATION
	MONETARY EXPENSES	NON-MONETARY BENEFITS			
	\$'000	\$'000			
Director-General	322	4	7	34	367
Deputy Director-General, Economic Participation	264	3	6	29	302
Deputy Director-General, Community Participation	197	4	4	23	228
Executive Director - Cultural Diversity Queensland	109	2	4	14	129
Executive Director - Remote Indigenous Land and Infrastructure Program Office	188	1	4	20	213
Acting Executive Director - Economic Participation	169	4	2	18	193
Acting Executive Director - Aboriginal and Torres Strait Islander Policy	169	–	4	16	189
Executive Director - Corporate and Client Services	184	4	4	19	211

(c) Performance Payments

The remuneration package for the current Director-General does not provide for any performance payments.

The aggregate performance payments paid to all key management personnel are as follows:

2016 \$'000	2015 \$'000
–	12

Key Management Personnel - performance payments

	2016 \$'000	2015 \$'000
7. SUPPLIES AND SERVICES		
Professional and technical fees	7,354	10,167
Operating lease rentals	3,353	3,715
Service procurement	3,829	3,206
Outsourced corporate services	2,505	2,641
Administration costs	1,005	1,643
Property operational costs	1,418	1,482
Travel	1,363	1,476
Repairs and maintenance	814	1,111
Computer operating costs	557	557
Telecommunications	407	304
Minor plant and equipment	328	159
Consultancies	3	46
Other	341	310
Total	23,277	26,817
8. GRANTS		
Grants – capital	14,532	24,806
Grants – operating	5,901	4,234
Sponsorships	86	64
Total	20,519	29,104
9. OTHER EXPENSES		
Insurance premiums - Queensland Government Insurance Fund	152	152
External audit fees *	218	124
Donations and gifts	1	16
Loss on disposal of non-current assets	3	12
Other	33	4
Total	407	308

* The Auditor-General of Queensland is the department's external auditor. Total external audit fees relating to the 2015-16 financial statements are estimated to be \$0.159 million (GST exclusive) (2015 \$0.159 million). There are no non-audit services included in this amount.

	2016 \$'000	2015 \$'000
10. RECEIVABLES		
<i>Current</i>		
Trade and other debtors	3,370	3,225
Less: allowance for impairment loss	(1)	(2)
	3,369	3,223
GST input tax credits receivable	329	969
GST payable	–	(127)
	329	842
Appropriation revenue receivable	504	–
Annual leave reimbursements	522	518
Long service leave reimbursements	168	137
Total	4,892	4,720

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 from invoice date.

11. PROPERTY PLANT AND EQUIPMENT		
LAND: AT FAIR VALUE *		
Gross	1,635	1,635
BUILDINGS: AT FAIR VALUE *		
Gross	28,942	28,826
Less: accumulated depreciation	(14,515)	(14,013)
	14,427	14,813
PLANT AND EQUIPMENT: AT COST #		
Gross	11,012	10,563
Less: accumulated depreciation	(5,691)	(5,379)
	5,321	5,184
WORK IN PROGRESS: AT COST **	204	337
Total	21,587	21,969

* Refer to Note 1(e) for further information on these assets.

** Remote location fitout expenditure.

The department has plant and equipment with an original cost of \$1.152 million (2015 \$1.256 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 2015	1,635	14,813	5,184	337	21,969
Acquisitions	–	–	190	733	923
Disposals	–	–	(28)	(1)	(29)
Transfers between asset classes	–	117	749	(865)	1
Depreciation	–	(503)	(774)	–	(1,277)
Carrying amount at 30 June 2016	1,635	14,427	5,321	204	21,587
Carrying amount at 1 July 2014	3,820	18,677	3,711	40	26,248
Acquisitions	–	–	214	2,822	3,036
Transfers out to other Queensland Government entities	(2,185)	(4,088)	(13)	–	(6,286)
Disposals	–	–	(36)	(495)	(531)
Transfers between asset classes	–	–	2,029	(2,029)	–
Revaluation increments/(decrements)	–	704	–	–	704
Depreciation	–	(481)	(721)	–	(1,202)
Carrying amount at 30 June 2015	1,635	14,813	5,184	337	21,969

	2016 \$'000	2015 \$'000
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12. PAYABLES

Grants payable	3,447	4,929
Trade creditors	2,644	2,136
Deferred appropriation payable to Consolidated Fund	–	804
Other	142	204
Total	6,233	8,073

Trade creditors predominantly from Retail Stores, 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	723	781
Wages and salaries payable	635	270
Long service leave levy payable	164	148
Total	1,522	1,199

	LAND \$'000	BUILDINGS \$'000	TOTAL \$'000
14. ASSET REVALUATION SURPLUS BY CLASS			
Carrying amount at 1 July 2014	941	2,359	3,300
Net revaluation increments	–	704	704
Carrying amount at 30 June 2015	941	3,063	4,004
Carrying amount at 1 July 2015	941	3,063	4,004
Carrying amount at 30 June 2016	941	3,063	4,004

	2016 \$'000	2015 \$'000
15. RECONCILIATION OF OPERATING RESULT TO NET CASH FROM OPERATING ACTIVITIES		
Operating surplus	3,362	1,704
Depreciation and amortisation expense	1,321	1,411
Loss on disposal of non-current assets	3	12
CHANGE IN ASSETS AND LIABILITIES:		
(Increase) decrease in GST input tax credits receivable	639	(491)
(Increase) decrease in receivables	(684)	4,916
(Increase) decrease in inventories	63	(380)
(Increase) decrease in other assets	108	(43)
Increase (decrease) in accounts payable	(1,840)	(2,047)
Increase (decrease) in GST payable	(127)	–
Increase (decrease) in accrued employee benefits	323	20
Net cash from operating activities	3,168	5,102

	2016 \$'000	2015 \$'000
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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	995	831
– Later than one year and no later than five years	1,972	2,358
– Later than five years	1,247	1,638
Total	4,214	4,827

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities.

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

(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	440
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(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:

Economic Participation Services	11,666	18,476
Community Participation Services	–	908
Total	11,666	19,384
– No later than one year	11,666	19,384

(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	6,070	8,997
– Later than one year and no later than five years	67	–
Total	6,137	8,997

17. 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	2016 \$'000	2015 \$'000
FINANCIAL ASSETS			
Cash at bank and on hand		19,978	17,264
Receivables	10	4,892	4,720
Total financial assets		24,870	21,984
FINANCIAL LIABILITIES			
Payables	12	6,233	8,073
Total financial liabilities		6,233	8,073

(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 2016	12	6,233	–	–	6,233
Payables 2015		8,073	–	–	8,073

(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	2016 OVERDUE				TOTAL \$'000
		LESS THAN 30 DAYS \$'000	30 – 60 DAYS \$'000	61 – 90 DAYS \$'000	MORE THAN 90 DAYS \$'000	
Receivables	10	3,696	1,121	–	75	4,892
Total		3,696	1,121	–	75	4,892

(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.

	2016 \$'000	2015 \$'000
18. 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.		
Appropriation revenue	12,544	10,226
Grants and other contributions	2,700	1,800
Interest revenue	6	8
Total	15,250	12,034
ADMINISTERED EXPENSES		
Grants and other contributions *	14,344	12,026
Operating surplus	906	8
ADMINISTERED ASSETS		
Cash at bank	1,101	286
Receivables	1	251
Interest revenue receivable	–	2
Total assets	1,102	539
ADMINISTERED LIABILITIES		
Payables	100	–
Total liabilities	100	–
Net assets	1,002	539
ADMINISTERED EQUITY		
Contributed equity	66	510
Accumulated surplus	936	29
Total administered equity	1,002	539
* GRANTS AND OTHER CONTRIBUTIONS		
Western Cape Communities Co-existence Agreement	10,318	8,072
Family Responsibilities Commission	4,026	3,954
	14,344	12,026
19. RECONCILIATION OF PAYMENTS FROM CONSOLIDATED FUND TO ADMINISTERED INCOME		
Budgeted appropriation	9,935	8,100
Transfer from appropriation revenue for services, refer to Note 2	2,861	1,688
Unforeseen expenditure	–	186
Total administered receipts	12,796	9,974
Less: Opening balance of appropriation revenue receivable	(252)	–
Plus: Closing balance of appropriation revenue receivable	–	252
Administered appropriation revenue recognised in Note 18	12,544	10,226

	VARIANCE NOTES	BUDGET 2016 \$'000	ACTUALS 2016 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
20. BUDGET TO ACTUAL COMPARISON					
NB. 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.					
STATEMENT OF COMPREHENSIVE INCOME					
INCOME FROM CONTINUING OPERATIONS					
Appropriation revenue	1	55,181	52,299	(2,882)	-5%
User charges and fees		28,610	27,875	(735)	-3%
Grants and other contributions	2	34,065	22,106	(11,959)	-35%
Interest and other revenue		265	369	104	39%
Total revenue		118,121	102,649	(15,472)	-13%
Total income from continuing operations		118,121	102,649	(15,472)	-13%
EXPENSES FROM CONTINUING OPERATIONS					
Employee expenses	3	33,728	35,114	1,386	4%
Supplies and services	4	52,375	41,926	(10,449)	-20%
Grants	5	30,744	20,519	(10,225)	-33%
Depreciation and amortisation		1,561	1,321	(240)	-15%
Other expenses		311	407	96	31%
Total expenses from continuing operations		118,719	99,287	(19,432)	-16%
Operating result from continuing operations	6	(598)	3,362	3,960	-662%
STATEMENT OF FINANCIAL POSITION					
CURRENT ASSETS					
Cash at bank and on hand	7	14,907	19,978	5,071	34%
Receivables	8	7,309	4,892	(2,417)	-33%
Inventories		2,607	2,925	318	12%
Other current assets		65	-	(65)	0%
Total current assets		24,888	27,795	2,907	12%
NON-CURRENT ASSETS					
Property, plant and equipment		21,199	21,587	388	2%
Intangible assets		241	194	(47)	-20%
Total non-current assets		21,440	21,781	341	2%
Total assets		46,328	49,576	3,248	13%
CURRENT LIABILITIES					
Payables	9	10,245	6,233	(4,012)	-39%
Accrued employee benefits	10	1,113	1,522	409	37%
Total current liabilities		11,358	7,755	(3,603)	-32%
Total liabilities		11,358	7,755	(3,603)	-32%
Net Assets		34,970	41,821	6,851	20%
Total Equity		34,970	41,821	6,851	20%

20. BUDGET TO ACTUAL COMPARISON (CONTINUED)

	VARIANCE NOTES	BUDGET 2016 \$'000	ACTUALS 2016 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
STATEMENT OF CASH FLOWS					
CASH FLOWS FROM OPERATING ACTIVITIES					
INFLOWS:					
Service appropriation receipts	11	55,181	50,991	(4,190)	-8%
User charges and fees		28,610	27,626	(984)	-3%
Grants and other contributions	2	34,065	21,549	(12,516)	-37%
Interest receipts		100	134	34	34%
Other	12	165	7,317	7,152	>100%
OUTFLOWS:					
Employee expenses	3	(33,728)	(34,786)	(1,058)	3%
Supplies and services	4	(52,375)	(40,930)	11,445	-22%
Grants and subsidies	5	(30,744)	(21,872)	8,872	-29%
Other	12	(311)	(6,861)	(6,550)	>100%
Net cash provided by (used in) operating activities		963	3,168	2,205	229%
CASH FLOW FROM INVESTING ACTIVITIES					
OUTFLOWS:					
Payments for property, plant and equipment		(1,120)	(897)	223	-20%
Payments for intangibles		-	-	-	0%
Net cash provided by (used in) investing activities		(1,120)	(897)	223	-20%
CASH FLOWS FROM FINANCING ACTIVITIES					
INFLOWS:					
Equity adjustments	13	-	443	443	0%
Net cash provided by (used in) financing activities		-	443	443	0%
Cash at bank and on hand at beginning of financial year		15,064	17,264	2,200	15%
Net increase (decrease) in cash at bank and on hand		(157)	2,714	2,871	>100%
Cash and cash equivalents at end of financial year		14,907	19,978	5,071	34%

20. BUDGET TO ACTUAL COMPARISON (CONTINUED)

	VARIANCE NOTES	BUDGET 2016 \$'000	ACTUALS 2016 \$'000	VARIANCE \$'000	VARIANCE % OF BUDGET
ADMINISTERED ITEMS					
ADMINISTERED INCOME					
Appropriation revenue	14	9,935	12,544	2,609	26%
Grants and other contributions	15	–	2,700	2,700	0%
Interest revenue		25	6	(19)	-76%
ADMINISTERED EXPENSES					
Grants	16	9,935	14,344	4,409	44%
Total Administered operating result	17	25	906	881	100%
ADMINISTERED ASSETS					
Cash at bank	18	579	1,101	522	90%
Receivables		2	1	(1)	-50%
ADMINISTERED LIABILITIES					
Payables	19	–	100	100	0%
Total administered assets		581	1,002	421	72%
Total administered equity		581	1,002	421	72%

Explanations of Major Variances

Controlled Items

- The decrease in appropriation revenue includes deferrals of funding to 2016-17: \$2.8 million for the Welfare Reform Program, \$1.6 million for the Cape York Tenure Resolution Program and \$1 million for Economic Participation Partnerships projects approved in the 2016-17 State Budget. These decreases were offset by additional funding provided for administration costs for the Reparations for Stolen Wages Program of \$1.4 million and funding of \$1.2 million brought forward from 2016-17 to meet the level of Reparation payments made during 2015-16.
- The decrease in grants and other contributions revenue includes \$12.6 million for land and infrastructure development-related works under the National Partnership Agreement on Remote Indigenous Housing and other programs scheduled for completion in 2016-17. This decrease was offset by revenue recognised for goods received below fair value for state archival services provided to the department in 2015-16 but not budgeted for of \$0.6 million.
- The increase in employee expenses mainly reflects funding provided for administrative costs for the Reparations for Stolen Wages Program during 2015-16 and enterprise bargaining agreement increases.
- The decrease in supplies and services mainly reflects deferral of expenditure including: \$1.6 million for the Cape York Tenure Resolution Program following delays in finalising negotiations for the transfer of land; \$2.8 million for the Welfare Reform Program to meet timing of payments under funding agreements and other expenses; \$1 million for the Economic Participation Partnerships projects; \$3.4 million in the Remote Indigenous Land and Infrastructure Program, and \$1.5 million for Retail Stores, mainly in the cost of goods purchased for sale.
- The decrease in grants expenses includes the rescheduling of land and infrastructure development works under the National Partnership Agreement on Remote Indigenous Housing (\$9.1 million) and other infrastructure programs (\$1.4 million) to 2016-17.
- The increase in the operating result includes an increase in the Retail Stores operating result from a budget of \$1.1 million to \$1.8 million and \$1.6 million in funds received for land administration activities in the discrete communities recognised as revenue in 2015-16 which will be expended in 2016-17. The budgeted operating deficit included \$1.6 million planned expenditure on infrastructure and other works for which funding was received in prior years. This work is now scheduled for 2016-17.
- The increase in cash includes an increased operating surplus in the Retail Stores and funding received but not yet spent in land administration and infrastructure development works in the discrete communities.

8. The decrease in receivables reflects reduced amounts receivable from the Department of Housing and Public Works for remote Indigenous land and infrastructure works.
9. The decrease in payables reflects reduced amounts outstanding to contractors for infrastructure related works under the National Partnership Agreement on Remote Indigenous Housing.
10. The increase in accrued employee entitlements reflects an increase in the number of employees at the end of 2016 in comparison to the prior year.
11. The decrease in appropriation receipts includes: deferred funds including \$2.1 million for the Welfare Reform Program, \$1.9 million for the Cape York Tenure Resolution Program and \$1 million for Economic Participation Partnerships projects to meet expected timing of service procurement and grant payments. These decreases were offset by additional funding of \$1.4 million provided for administration costs for the Reparations for Stolen Wages program. Funding was also transferred to Administered for the expansion of FRC operations into Doomadgee.
12. The increase in other income and other expenses in the Cash flow Statement relates to the recognition of cash flows related to GST paid and received in the financial statements. These cash flows are not included in the Budget.
13. The increased cash flows from financing activities represents funding transferred from the closure of the Administered Aborigines Welfare Fund (AWF) bank account during 2015-16. These funds will be applied to acts of reconciliation that publically acknowledge and record the history of stolen wages and savings in Queensland.

Administered Items

14. The increase in appropriation revenue reflects \$2.4 million in additional funding provided for the 2016 payment to the Western Cape Communities Trust under the Western Cape Communities Co-existence Agreement plus additional funding of \$0.2 million provided to the Family Responsibilities Commission (FRC) for the expansion into Doomadgee.
15. The increase in grants and other contributions reflects the recognition of Commonwealth funding received towards the operating costs of the FRC, omitted from the 2015-16 Budget.
16. The increase in grants and other contributions expense reflects an additional \$2.4 million payable for 2016 to the Western Cape Communities Trust under the Western Cape Communities Co-existence Agreement; additional funding of \$0.2 million provided to the FRC for its expansion into Doomadgee and \$1.8 million for the payment of the Commonwealth government contribution to the FRC omitted from the 2015-16 Budget.
17. The increase in the operating result reflects funding received in advance from the Commonwealth government for their contribution to the FRC operating costs for July to December 2016, offset by lower than budgeted interest income.
18. The increase in cash at bank reflects funding received in advance from the Commonwealth government for their contribution to the FRC operating costs from July to December 2016, offset by the closure of the Aborigines Welfare Fund (AWF) bank account. Remaining funds from the AWF bank account have been transferred to the controlled accounts of the department to be applied to acts of reconciliation that publically acknowledge and record the history of stolen wages and savings in Queensland.
19. The increase in payables reflects State funding payable to the FRC for 2015-16 costs.

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 2016 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

25 August 2016



Clare O'Connor BA MA
Director-General

Department of Aboriginal and Torres Strait Islander Partnerships

25 August 2016

Independent Auditor's report

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

Report on the Financial Report

I have audited the accompanying financial report of the Department of Aboriginal and Torres Strait Islander Partnerships, which comprises the statement of financial position as at 30 June 2016, 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 significant accounting policies and other explanatory information, and the certificates given by the Director-General and Chief Finance Officer.

The Accountable Officer's Responsibility 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 prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

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

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

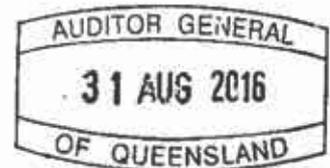
- a) I have received all the information and explanations which I have required; and
- b) in my opinion –
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of Aboriginal and Torres Strait Islander Partnerships for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

Other Matters – Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA
Auditor-General of Queensland



Queensland Audit Office
Brisbane



Appendices

Table of Contents

Acronyms	120
Glossary	121
Appendix 1: Our legislation	123
Appendix 2: Service Delivery Statements	124
Appendix 3: Profile of DATSIP Board Members	126
Appendix 4: DATSIP Boards and Committees	127
Public availability of report	135
Contact details	136

Acronyms

ACC	Agency Consultative Committee	IBIS	Islanders Board of Industry and Service
AMPs	Alcohol Management Plans	ICT	Information and Communications Technology
ANZSOG	Australia and New Zealand School of Government	IIB	Island Industries Board
ARC	Audit and Risk Committee	ILUA	Indigenous Land Use Agreement
CCTV	Closed-circuit television	MOHRI	Minimum Obligatory Human Resources Information
CEO	Chief Executive Officer	MOU	Memorandum of Understanding
CRM	Customer Relationship Management	MP	Member of Parliament
CYPAL	Cape York Peninsula Aboriginal land	NAIDOC	National Aborigines and Islanders Day Observance Committee
CYPTRP	Cape York Peninsula Tenure Resolution Program	NDIS	National Disability Insurance Scheme
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships	NPARIH	National Partnership Agreement on Remote Indigenous Housing
DCCSDS	Department of Communities, Child Safety and Disability Services	OAM	Order of Australia Medal
ECAD	Executive Capability Assessment and Development	PCYC	Police-Citizens Youth Club
EMPA	Executive Master of Public Administration	QUT	Queensland University of Technology
EOS	Employee Opinion Survey	RILIPO	Remote Indigenous Land and Infrastructure Program Office
FBT	Fringe Benefits Tax	SES	Senior Executive Service
FRC	Family Responsibilities Commission	SO	Senior Officer
FTE	Full-time Equivalent	STEPS	Supervisors for Tomorrow in Every Position and Stream
GIS	Geographic Information System	TIPT	Telstra IP Telephony
GST	Goods and Services Tax	VoIP	Voice over Internet Protocol
IACS	Internal Audit and Compliance Services	YEP	Youth Employment Program

Glossary

Aboriginal and Torres Strait Islander Cultural Capability Framework

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.

The Aboriginal and Torres Strait Islander Cultural Capability Framework (the 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.

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 will underpin 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.

Alcohol Management Plans (AMPs)

Alcohol Management Plans (AMPs) are a combination of alcohol supply, demand and harm reduction strategies which aim to reduce alcohol misuse and dysfunction within Aboriginal and Torres Strait Islander communities.

Each participating community has its own individual AMP. The AMP is not a written plan but rather a set of strategies and services which aim to reduce alcohol-related violence and harm.

Cape York Peninsula Tenure Resolution Program

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.

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.

Cultural heritage

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.

Discrete Indigenous community

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.

Family Responsibilities Commission (FRC)

The Family Responsibilities Commission is a statutory body that supports the establishment of local Aboriginal and Torres Strait Islander authority and the restoration of social norms in Welfare Reform communities.

Island Industries Board (IIB)

The Island Industries Board operates 17 retail stores in the Torres Strait under the trading name of the Island Board of Industry and Service.

It aims to deliver goods and services, including healthy food choices, at the lowest prices to the communities of the Northern Peninsula Area and Torres Strait on a sustainable business basis.

Indigenous Land Use Agreements (ILUA)	An Indigenous Land Use Agreement that covers a number of different future activities, such as social housing leasing, other infrastructure projects and home ownership, which applies across a whole region.
Land Use Planning Schemes	Schemes which provide Aboriginal councils and Torres Strait Island councils with information to underpin decisions about the sustainable use of the community's land.
National Aborigines and Islanders Day Observance Committee (NAIDOC)	NAIDOC stands for National Aborigines and Islanders Day Observance Committee. NAIDOC Week is recognised nationwide in the first full week of July and 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.
National Partnership Agreements	National Partnership Agreements are agreements between the Commonwealth of Australia and the 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.
Native Title	Native Title is the recognition by Australian law that some Indigenous people have rights and interests to their land that come from traditional laws and customs.
Remote Indigenous Land and Infrastructure Program	Established in July 2009, the 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.
Reparations Scheme	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.
Retail Stores	Retail Stores operate in six remote Aboriginal 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).
Welfare Reform	<p>Welfare Reform is a partnership between the Queensland Government and Australian Government, the Cape York Institute for Policy and Leadership 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.3) 2015*:

ACT	STATUTORY OBJECTIVE
<p><i>Aboriginal and Torres Strait Islander Communities (Justice, Land and Other Matters) Act 1984</i></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><i>Aboriginal Cultural Heritage Act 2003</i></p>	<p>The main objective of this Act is to provide effective recognition, protection and conservation of Aboriginal cultural heritage.</p>
<p><i>Torres Strait Islander Cultural Heritage Act 2003</i></p>	<p>The main objective of this Act is to provide effective recognition, protection and conservation of Torres Strait Islander cultural heritage.</p>
<p><i>Aboriginal Land Act 1991</i></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><i>Land Act 1994</i></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><i>Family Responsibilities Commission Act 2008</i></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> (a) support the restoration of socially responsible standards of behaviour and local authority in Welfare Reform community areas (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. <p>The objectives are achieved primarily through the operation of the Family Responsibilities Commission.</p>

Appendix 2: Service Delivery Statements

2015–16 Performance Statement

The following section provides details of the Department of Aboriginal and Torres Strait Islander Partnerships' performance against the 2015–16 Budget Paper No. 5 – Service Delivery Statements as at 30 June 2016, 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 and programs that result in our customers acquiring in-demand skills, entering and actively participating in the workforce, having more opportunities to secure businesses, to own land and to own their homes. This includes assisting aspiring Aboriginal and Torres Strait Islander home owners to move towards home ownership; transferring identified state-owned lands and Aboriginal owned national parks to formal Aboriginal ownership; improving business opportunities and brokering employment opportunities in various industry sectors, and working in partnerships with government and non-government partners to improve skills that are in-demand by employers.

DEPARTMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PARTNERSHIPS	NOTES	2015–16 TARGET/ESTIMATE	2015–16 ESTIMATED ACTUAL	2015–16 ACTUAL
Service area: Economic Participation				
Service standards				
<i>Effectiveness measures</i>				
Number of jobs for Aboriginal people and Torres Strait Islander people facilitated by DATSIP	1,2	400	851	1,021
Number of houses made available for ownership by Aboriginal people and Torres Strait Islander people in targeted communities	3,4	22	22	22
Number of hectares of state land and national parks transferred to Traditional Owners in Cape York Peninsula	5,6	765,071 ha	54,510 ha	54,500 ha
Efficiency measure	7			

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.
2. The increase in the number of jobs facilitated during 2015–16 is due to favourable labour market conditions and utilising networks built by departmental staff.
3. This measure relates to those houses that 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.

4. 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.
5. 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.
6. The 2015–16 Target/Estimate of 765,071 hectares was unable to be met due to delays in negotiations involving major dealings for the transfer of state land and national parks to Traditional Owners which were beyond the Department’s control.
7. An efficiency measure is being developed for this service and will be included in a future Service Delivery Statement.

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	2015–16 TARGET/ESTIMATE	2015–16 ESTIMATED ACTUAL	2015–16 ACTUAL
Service area: Community Participation				

Effectiveness measure

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	90%	97%	97%
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Efficiency measures

Average cost per cultural heritage search request processed	2	\$50	\$40	\$43.46
Average cost per community and personal histories request processed	3	\$3,000	\$2,851	\$2,835

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.

Appendix 3: Profile of DATSIP Board Members

as at 30 June 2016

NAME	ROLE	PROFILE
Clare O'Connor	Director-General (Chair)	<p><i>Bachelor of Arts and a Masters of Arts Public Sector Leadership (Policy)</i></p> <p>Clare O'Connor has been a Senior Executive of the Queensland Government for the past 13 years of her 33 year career. She has led the Policy and Performance Divisions of five Queensland Government agencies during periods of major reform.</p> <p>Clare led the policy work on Queensland's implementation of 'Closing the Gap' under national partnership agreements and whole-of-government policy in the areas of land, economics, justice and culture. In 2010 she worked with the Indigenous Advisory Council to draft the wording for the Statement to amend the Preamble to the Queensland Constitution to recognise Aboriginal people and Torres Strait Islander people, the First Australians.</p> <p>From 2012 to 2015, Clare led Disability Services policy, programs and clinical divisions through transformational change and has overseen an annual investment of \$1.5 billion. This included leading the policy work on the agreements for the National Disability Insurance Scheme (NDIS) in Queensland.</p>
Ron Weatherall	Deputy Director-General, Aboriginal and Torres Strait Islander Policy (Member)	<p><i>Bachelor of Business (Accounting)</i></p> <p>Ron Weatherall is a Kamilaroi Murri from South West Queensland with a career that has spanned 20 years in both the public and private sectors.</p> <p>Ron is intent on making sure Aboriginal people and Torres Strait Islander people are not left behind by providing strategic leadership and direction in the field of Aboriginal and Torres Strait Islander social policy development, with a particular focus on employment, vocational education and training.</p>
Allen Cunneen OAM	Deputy Director-General, Infrastructure and Coordination (Member)	<p>Allen Cunneen has extensive experience in project management and contract management services. Allen spent 36 years in the Department of Housing and Public Works prior to joining the former Department of Communities (Aboriginal and Torres Strait Islander Services) in 2009.</p> <p>Allen was awarded an Order of Australia Medal (OAM) in 2006 for Infrastructure Planning after Tropical Cyclone Larry.</p>
Colleen Orange	Chief Finance Officer (Member)	<p><i>Bachelor of Business (Accounting)</i> <i>Fellow, CPA Australia</i></p> <p>Colleen has held senior finance positions within the Queensland Government over the past 18 years, commencing with Queensland Treasury in 1998. She commenced her career in the private sector in Australia and the United Kingdom before joining the public sector in New Zealand, establishing and leading the finance team for two government agencies there.</p> <p>In her role at DATSIP, Colleen 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>
Nick Twist	Director, Corporate Support (Member)	<p>Nick Twist has been a Senior Officer of the Queensland Government for the past 10 years. He has led teams in human resources, corporate governance and executive services in DATSIP, Child Safety and Disability Services.</p> <p>Nick has a strong customer service and accountability focus as well as human resources policy and practice, ensuring the department's governance arrangements support the delivery of services to Aboriginal and Torres Strait Islander Queenslanders.</p>
Two rotating members	Directors/Regional Directors	Various

Appendix 4: DATSIP Boards and Committees

DATSIP BOARD	
Roles and responsibilities	<p>The purpose of the DATSIP Board is to:</p> <ul style="list-style-type: none"> • provide strategic direction to the department • strategically manage the department’s human resources, finances, performance and risk • oversee the department’s strategic programs and projects.
Membership	<ul style="list-style-type: none"> • Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair) • Deputy Director-General, Aboriginal and Torres Strait Islander Policy (Member) • Deputy Director-General, Infrastructure and Coordination (Member) • Chief Finance Officer (Member) • Director, Corporate Support (Member) • Two Directors/Regional Directors on a rotational basis (Members).
Meeting frequency	The DATSIP Board meets bi-monthly
EXECUTIVE LEADERSHIP TEAM	
Roles and responsibilities	The Executive Leadership Team has responsibility for managing the critical and emerging tactical and operational issues that impact on the department and its functions.
Membership	<ul style="list-style-type: none"> • Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (Chair) • Deputy Director-General, Aboriginal and Torres Strait Islander Policy (Member) • Deputy Director-General, Infrastructure and Coordination (Member) • Executive Director, Policy (Member) • Executive Director, Economic Participation (Member) • Executive Director, Infrastructure and Coordination (Member) • Senior Director, Employment, Industry Engagement and Procurement (Member) • Senior Director, Service Improvement (Member) • Director, Corporate Support (Member) • Chief Finance Officer, Finance Services (Member) • Manager, Office of the Director-General (Invitee).
Meeting frequency	The Executive Leadership Team meets fortnightly.

Roles and responsibilities

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.

The primary roles of the DATSIP Regional Service Delivery Forum are:

Strategic discussions on upcoming policies or programs and regional implications

- identify and resolve strategic issues that impact all or many regions
- ensure regional implications are identified and captured during the development of new policies and programs
- ensure Regional Directors are involved in whole-of-government policy and program development that has an impact on clients and regional service delivery
- streamline and implement best practice across all regions.

Corporate support activities and day-to-day/general business that impacts on multiple regions

- set regional objectives based on DATSIP’s strategic plan and monitor the progress towards achieving these objectives
- manage day-to-day regional service delivery implementation and operational issues.

Membership

- Deputy Director-General, Aboriginal and Torres Strait Islander Policy (Chair)
- Deputy Director-General, Infrastructure and Coordination (Co-Chair)
- Executive Director, Economic Participation (Member)
- Executive Director, Infrastructure and Coordination (Member)
- Senior Director, Employment, Industry Engagement and Procurement (Member)
- Regional Director, Torres Strait (Member)
- Regional Director, Far North Queensland (Member)
- Regional Director, North Queensland (Member)
- Regional Director, Central Queensland (Member)
- Regional Director, South East Queensland (North) (Member)
- Regional Director, South East Queensland (South) (Member)
- Regional Director, South West Queensland (Member)
- Director, Government Coordination (Member)
- Director, Remote Indigenous Land and Infrastructure Program Office (Member).

Meeting frequency

The DATSIP Regional Service Delivery Forum meets for two days every two months.

WOMEN IN LEADERSHIP STEERING COMMITTEE

Roles and responsibilities

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.

The Women in Leadership Program is a key component of the department's Strategic Workforce Plan: 2014–19 and is aligned with the whole-of-government strategic direction of empowering both women and men to achieve inclusion and diversity outcomes.

The role of this Steering Committee is to:

- provide a vision and strategic direction for women in DATSIP in line with the department's Strategic Workforce Plan, the Women in Leadership Program and whole-of-government requirements
- identify key strategies and actions to support the implementation of the Women in Leadership Program, including the related communications strategies
- facilitate linkages with the department's strategic partners to provide developmental and networking opportunities for women and to identify career opportunities that may exist in other government agencies
- work closely with key partners, including the Director-General and internal and external champions, to promote the department's Women in Leadership Program
- promote training, learning and development and mentoring programs to advance the key capabilities and skills of DATSIP women
- ensure that DATSIP's Aboriginal and Torres Strait Islander women's career progression is included in DATSIP's Reconciliation Action Plan
- monitor the effectiveness of the implementation of the strategies and actions which support the implementation of the Women in Leadership Program
- provide progress reports to the DATSIP Board every two months.

Membership

- Manager, Workforce and Corporate Support (Chair)
- Director, Cultural Heritage (Deputy Chair)
- Senior Executive, Special Projects (Member)
- Senior Project Officer, Rockhampton Region (Member)
- Principal Project Officer/Team Leader, Torres Strait Region (Member)
- Administration Officer, Torres Strait Region (Member)
- Director-General, DATSIP (Invitee).

Meeting frequency

The Women in Leadership Steering Committee meets monthly.

INFORMATION STEERING COMMITTEE

Roles and responsibilities

The Information Steering Committee manages all ICT-enabled business initiatives and is the primary governance body by which the department ensures it maximises the value of its business investments that have an ICT-enabled component.

The Information Steering Committee is a decision-making committee and its primary roles are to:

- maximise the value derived from the ICT portfolio to the department
- approve and release funds to programs on the strength of the business case relative to other investment opportunities
- ensure strategic alignment of the department's ICT investment.

Membership

- Deputy Director-General, Corporate and Executive Services, Department of Communities, Child Safety and Disability Services (Chair)
- Executive Director, Strategic Policy and Programs, Department of Communities, Child Safety and Disability Services (Member)
- Regional Executive Director, Department of Communities, Child Safety and Disability Services (Member)
- Regional Director, Department of Communities, Child Safety and Disability Services (Member)
- Chief Information Officer, Department of Communities, Child Safety and Disability Services (Member)
- Chief Finance Officer, Department of Communities, Child Safety and Disability Services (Member)
- Chief Finance Officer, Department of Aboriginal and Torres Strait Islander Partnerships (Member).

Meeting frequency

The Information Steering Committee meets bi-monthly.

AUDIT AND RISK COMMITTEE

Roles and responsibilities

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 *Financial Accountability Act 2009*, *Financial Accountability Regulation 2009* and the *Financial and Performance Management Standard 2009*.

The ARC's role includes:

- assessing the audit sub-program activity, for example, reviewing and monitoring internal audit reports and action taken
- reviewing the performance of organisational areas in respect to action taken on audit recommendations (both internal and external)
- reviewing the department's financial statements
- overseeing the adequacy of the department's internal control framework through the internal and external audit functions
- reviewing the currency, comprehensiveness and relevance of the department's risk management framework, policy and procedure, including the identification and management of risks related to fraud and business continuity.

The ARC was established in accordance with Section 35 of the *Financial and Performance Management Standard 2009*, at the direction of the Director-General and reports directly to the DATSIP Board and the Director-General. The ARC has observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

Membership

Committee Members:

- Director, Internal Audit, Department of Housing and Public Works (External Member) (Chair)
- Executive Director, Finance and Asset Management, Department of Environment and Heritage Protection (External Member)
- Deputy Director-General, Aboriginal and Torres Strait Islander Policy, Department of Aboriginal and Torres Strait Islander Partnerships (Member)
- Deputy Director-General, Infrastructure and Coordination, Department of Aboriginal and Torres Strait Islander Partnerships (Member).

Special Non-Voting Member:

- Director-General, Department of Aboriginal and Torres Strait Islander Partnerships.

Non-Voting Members:

- A/Head of Internal Audit, Department of Communities, Child Safety and Disability Services
- Chief Finance Officer, Department of Aboriginal and Torres Strait Islander Partnerships
- Queensland Audit Office (Engagement Leader, Manager and/or Team Leader)
- Manager, Workforce and Corporate Support, Corporate Support, Department of Aboriginal and Torres Strait Islander Partnerships.

Meeting frequency

The Audit and Risk Committee meets quarterly with an additional meeting scheduled in August to approve annual financial statements.

RETAIL STORES BOARD

Roles and responsibilities

The function of the Retail Stores Board (the Board) is to take responsibility for the business and policy issues associated with the Retail Stores.

The role of the Board is to:

- implement an effective governance structure for managing the Retail Stores
- approve the purpose, vision and objectives of the Retail Stores
- adopt responsibility for the Retail Stores feasibility, business plan and achievement of outcomes
- ensure the adequate health, safety and security measures are in place
- provide executive support and direction to the Director, Retail Stores
- approve the Retail Stores operating and capital budgets on an annual basis
- review/approve significant capital project proposals (for example, those in excess of \$100,000)
- ensure the Retail Stores workforce and establishment is appropriate to meet the business requirements
- address any issue that has major implications for the business operations of the Retail Stores
- address emergent issues as they arise
- report on the Retail Stores business operations and other issues to the Minister for Aboriginal and Torres Strait Islander Partnerships, as required
- take on responsibility for any whole-of-government issues associated with the Retail Stores.

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).

Meeting frequency

The Retail Stores Board meets quarterly.

AGENCY CONSULTATIVE COMMITTEE

Roles and responsibilities

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 primary roles of this committee is to:

- provide a forum for a collaborative approach to employee relations in DATSIP
- provide a mechanism for management and unions to identify, raise and discuss current or emerging issues
- where issues cannot be dealt with locally or at the level at which they arise, to assist in resolving issues that are escalated to the ACC for discussion and resolution
- promote and facilitate the flow of information within the organisation and between unions and the department
- ensure that issues impacting on DATSIP and its workforce are managed in a positive, proactive and collaborative manner.

Membership

- Director, Corporate Support (Chair)
- Deputy Director-General, Aboriginal and Torres Strait Islander Policy (Member)
- Deputy Director-General, Infrastructure and Coordination (Member)
- Staff representatives of Together Queensland Union of Employees (Members)
- Official representative of Together Queensland Union of Employees (Member).

Meeting frequency

The Agency Consultative Committee meets monthly.

WELFARE REFORM ADVISORY BOARD

Roles and responsibilities

The purpose of the Welfare Reform Advisory Board is to give advice and make recommendations to the Minister for Aboriginal and Torres Strait Islander Partnerships to ensure the effective implementation of the Welfare Reform program.

Membership

- Director-General, Aboriginal and Torres Strait Islander Partnerships (Chair)
- First Assistant Secretary, Department of Prime Minister and Cabinet (Member)
- Executive General Manager, Cape Operations, Cape York Partnership (Member).

Meeting frequency

The Welfare Reform Advisory Board meets quarterly.

Roles and responsibilities

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.

It resolves cross-agency issues and risks affecting the deliverables of the Program Office.

The role of this Board’s members include:

- accountability for the implementation of program deliverables
- resolution of cross-agency issues and whole-of-government risks and issues affecting deliverables
- leadership and decision-making
- promotion of the aims and progress of the Program Office across government and within their own department
- reporting on agency progress towards deliverables
- informing Board members of related projects and strategic issues of relevance
- approving and adjusting business plan and terms for reference as required
- representing and reporting back to their respective Minister.

Membership

- Director-General, Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) (Chair)
- Director-General, Department of State Development (Member)
- Director-General, Department of Natural Resources and Mines (Member)
- Director-General, Department of Housing and Public Works (Member)
- Director-General, Department of Infrastructure, Local Government and Planning (Member)
- Manager, Office of Indigenous Affairs, Department of Prime Minister and Cabinet (Member)
- Deputy Director-General, Infrastructure and Co-ordination, DATSIP (Member)
- Executive Director, Remote Indigenous Land and Infrastructure Program Office, DATSIP (Member)
- Executive Director, Department of the Premier and Cabinet (Member)
- Membership of the Program Board can be changed at the discretion of the Chair.

When Program Partnership Board meetings are convened, 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.

Meeting frequency

The Remote Indigenous Land and Infrastructure Program Office Board meets for two hours on a quarterly basis.

Every third meeting is a Partnership Board meeting. Participants can participate in person or via teleconference.

Public availability of report

This annual report is available at 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

Other languages and formats

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, call 13 QGOV (13 74 68) or free call 1800 177 120 and we will arrange an interpreter to effectively communicate the report to you.



Alternative formats (including large print) are available on request. If you would like this annual report in another format, please call 1800 177 120 (calls from mobile phones are charged at applicable rates).

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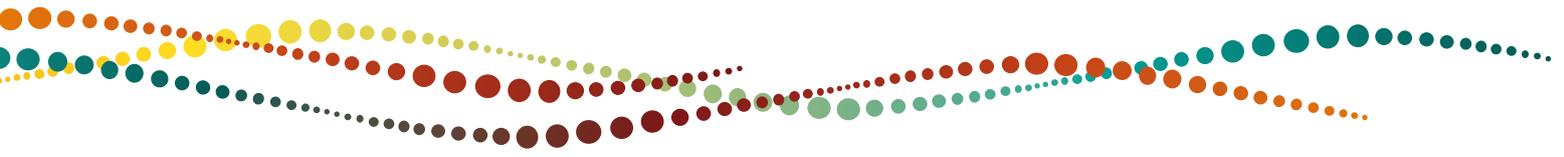
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Attribution: The State of Queensland (Department of Aboriginal and Torres Strait Islander Partnerships) Annual Report 2015–2016.

ISSN: 2201–134X (Print).

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Online information

Additional 2015–16 performance information in relation to the following topics is available through the Queensland Government Open Data website (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).

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.



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