

child protection a fresh start.

Progress report
June 2017





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Foreword

In November 2016, the South Australian Government released *A Fresh Start: Government of South Australia's response to the Child Protection Systems Royal Commission Report: The Life They Deserve*.

The response outlined a clear and robust vision for a reformed child protection system where child protection is everybody's business and early intervention and family support, the voice of the child and a coordinated child development approach are fundamental to how we protect children.

It is now 7 months since the release of the response and significant work has been done to plan for, and in some cases deliver wide-ranging reform. While we are only in the early stages of a significant program of change, we are already shifting how we work to build a child-friendly state where children are given every chance to grow up safe and supported and to be the best they can be.

For reform to be successful it needs the support and investment of a committed network of carers, practitioners, key partners, non-government organisations, community groups and the wider public. It is exceptionally pleasing to see the committed engagement of so many of our partners in achieving this vision together.

Foster and kinship carers have engaged more than ever before and it is clear that their views and experiences, along with their dedication and ideas are directly influencing the design of our new system. I thank you for your clear commitment to being involved in change. It stands us in a great position to achieve long-lasting, positive outcomes for our vulnerable children.

We have begun to partner with Aboriginal community through the Aboriginal Community Leadership Reference Group. It is clear that we have a rare opportunity to meaningfully address the long lasting impacts of the Stolen Generation and forced removals and that we are in a position to improve the lives of Aboriginal children and families.

The commitment of so many in our system and wider community to supporting Aboriginal children to have connections to their family, community and culture will underpin the improvements we want to see for Aboriginal children and young people.

Our non-government partners have brought their expertise and passion to reform and it is clear that their ongoing commitment to a shared vision for a new system remains pivotal in ensuring it truly does improve the lives of children at-risk and families in need of support.

Our meaningful progress is evidenced by the imminent commencement of key pilots including our new 'front door' the Child Safety Pathway, and our new approach to coordinated early intervention service provision, Child and Family Assessment and Referral Networks. Along with the continued implementation of recommendations from *The Life They Deserve*, a new system is taking shape.

Again, I thank the dedicated, passionate and resilient government staff, non-government partners and community groups who continue to deliver valuable and effective services to children and families during a significant and highly impacting period of change.

Child protection is everybody's business and I ask for your continued support and commitment to delivering a reformed child protection system. It is only with the commitment of all in our community that we can deliver a system where families are supported and children are protected and given every opportunity to thrive.



Hon. Susan Close MP
Minister for Education
and Child Development

A handwritten signature in black ink that reads "Susan Close".

On behalf of the South Australian Government, I hereby release the *A Fresh Start - Progress Report*.

The Government is committed to transparent, open and comprehensive reporting of progress. This report provides detailed information regarding our work towards delivering a reformed child protection system and implementation of recommendations of the Child Protection Systems Royal Commission and *The Life They Deserve*.

Recommendations 260b and 260d outline how and when the government should update the South Australian community on progress. This report enacts this recommendation and is the first of 6 progress reports to be released annually by 30 June to 2022.



Hon. John Rau MP
Deputy Premier
Attorney-General
Minister for Child
Protection Reform

A handwritten signature in black ink that reads "John Rau".

Introduction

All South Australian children and young people have a fundamental right to grow up happy and cared for, to be kept safe from harm and to be supported to fulfill their potential.

In *The Life They Deserve* report, 260 recommendations were made to reform the child protection system. The South Australian Government accepted 256 recommendations and committed to reform the South Australian child protection system.

But to truly achieve better outcomes for children and their families, we need to go beyond implementation of recommendations from *The Life They Deserve* and deliver an improved child protection system that is coordinated, responsive and flexible. A system where children are at the centre of decisions, their protection is everybody's business and early intervention services are improved and their reach expanded significantly.

Engagement with key partners and the community has been critical to the planning and implementation of the reforms. We have listened to carers, representatives from the Aboriginal community, staff across government, key partners and the broader South Australian community. Information gathered from consultations has informed, and will continue to inform, planning and implementation of reforms.

It is clear that we must work hand-in-hand with Aboriginal communities so that outcomes for Aboriginal children and families at-risk are vastly improved. We are actively involving Aboriginal representatives, leaders and key partners to ensure engagement is meaningful and system reforms are culturally inclusive.

System reform has therefore been organised into 3 progressive phases to support a logical and sequenced approach over the next 5 years and beyond. Phase 1 is from 1 January 2017 to 31 December 2018. Phases 2 and 3 will be implemented from January 2019 to June 2022.

To date, 36 recommendations have been completed, and 63 recommendations are being implemented. A further 85 recommendations are currently being planned.

In addition to implementing *The Life They Deserve* recommendations, 3 priority reforms are being progressed in Phase 1:

- the Child Safety Pathway will pilot a redesigned call centre model to improve the way we receive, assess and respond to notifications about child safety concerns
- 3 metropolitan Child and Family Assessment and Referral Networks (CFARNs) will be piloted with a strong focus on early intervention to help prevent families' further involvement with the child protection system. A fourth site will be established in Mount Gambier
- the development of an Out of Home Care (OOHC) Strategy where all key partners and service providers work together in a coordinated way to provide children in care with safe and stable environments where they can thrive.

Our new child protection system will aim to:

- have child protection as everybody's business and ensure the safety and best interests of children drive decision making
- support Aboriginal children and young people to be strong and safe in their family, community and culture
- ensure evidence-based prevention and early intervention programs are central
- place more children in family-based care with greater stability and support
- increase supports for young people leaving care
- ensure child protection services are delivered by a skilled and supported workforce.

Our progress so far

Status of accepted recommendations

Considerable progress has been made to deliver complex reforms to the child protection system. The table below presents the status of implementation of the 256 accepted¹ recommendations from *The Life They Deserve*.

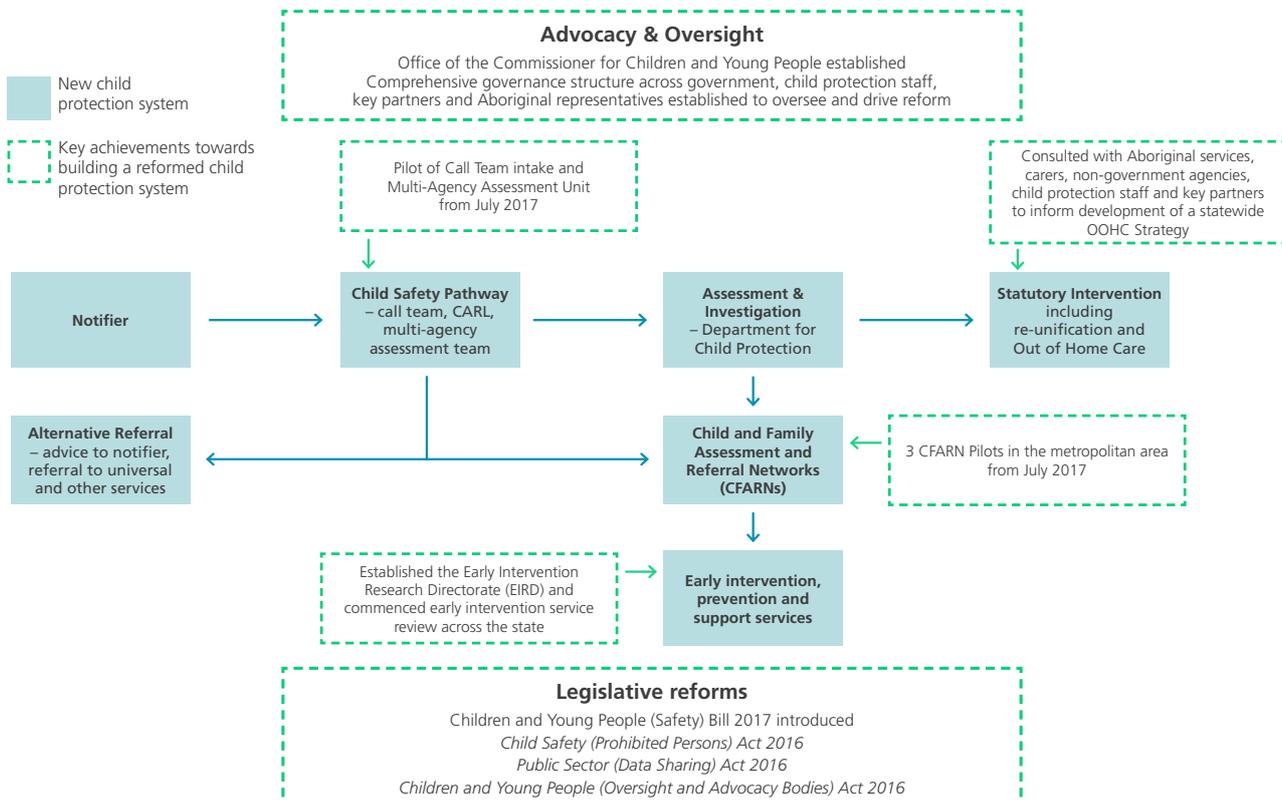
| Implementation status | Total |
|-----------------------|------------|
| Completed | 36 |
| Implementing | 63 |
| Planning | 85 |
| Not yet commenced | 72 |
| Grand total | 256 |

Recommendations completed since the release of *A Fresh Start*

- all external applicants for child and youth support roles are subject to a rigorous psychological assessment (recommendation 138)
- the Department for Education and Child Development's Child Wellbeing Program has been successfully established and implemented (recommendation 52)

- the new Children and Young People (Safety) Bill 2017 maintains the current mandatory reporting threshold set out in section 11 of the *Children's Protection Act 1993* (recommendation 31)
- the Intensive Placement Support team has access to a detailed information resource to clarify roles and responsibilities when working with commercial care agencies (recommendation 130)
- a formal review of Solution Based Casework™ (recommendation 11) is complete
- staff in the current Care Concern Management Unit as well as those within the Investigations Unit have commenced the Deakin University Investigative Interviewing course (recommendation 181)
- the Child Safety and Wellbeing Advisory Panel was established and met on 17 March 2017. A meeting scheduled for 28 June 2017. The Portfolio Management Board was also established and comprises Chief Executives and Deputy Chief Executives from designated government agencies responsible for driving and monitoring reforms (recommendation 257)
- the Child Protection Reform Implementation Team is now fully established (recommendation 258), and is leading implementation of recommendations from *The Life They Deserve* (recommendation 259).

In *A Fresh Start*, we provided a visual representation of how the new child protection system will be designed. The figure below shows the progress made towards delivering this and fundamentally changing the way the whole system functions and interacts.



¹ The 4 recommendation the Government did not accept are discussed in *A Fresh Start: Government of South Australia's response to the Child Protection Systems Royal Commission report: The life they deserve*.

Phase 1 priority initiatives

In *A Fresh Start*, the government committed to a series of key initiatives in Phase 1 that provide a solid foundation on which to build future reforms in coming years. They will be delivered by December 2018. Information on their progress is provided below and in the Appendix.

| Phase 1 Initiative | Progress | Comments |
|---|-----------|--|
| Establishing a new Department for Child Protection, with improved learning and development opportunities for staff. | Completed | The new department was established on 1 November 2016, and includes additional resources for practice development and organisational learning and development. |
| Establishing the Office for the Commissioner for Children and Young People. | Completed | The Office for the Commissioner for Children and Young People has been established, and importantly, children and young people were involved in the recruitment process for the new Commissioner. |
| Introducing new governance arrangements for reform, working across the government and non-government sectors. | Completed | The Child Safety and Wellbeing Advisory Panel along with numerous other governing bodies have been established to guide reform and increase collaboration across the sector. |
| Increasing investment in prevention and early intervention services. | On track | The Early Intervention Research Directorate has been established to ensure that services and programs are informed by the very best research and evidence into what makes a difference for children and young people. Child and Family Assessment and Referral Network pilots are due to begin in July 2017 and funding to early intervention services has been increased. |
| Establishing a pilot of a new multi-agency intake model, the Child Safety Pathway. | On track | The Child Safety Pathway pilot is due to begin in July 2017. |
| Establishing 3 pilot Child and Family Assessment and Referral Network (CFARN) locations. | On track | Three Child and Family Assessment and Referral Network pilots are due to begin in July 2017. A fourth CFARN pilot in Mount Gambier will begin in the second half of 2017. |
| Forming a Protective Intervention Backlog team to reduce the pressure and 'churn' within the Department for Child Protection. | On track | Recruitment of additional staff is underway and will continue to increase capacity in protective intervention. |
| Developing improved kinship and foster care strategies. | On track | An Out of Home Care Strategy is being developed that identifies how kinship and foster carers can be better supported, recruited, engaged, trained and retained. Four carer relationship officer positions have been created and are currently being recruited to support carers and help build and deliver these strategies. |
| Establishing a dedicated Family Scoping Unit within the Department for Child Protection. | On track | A Family Scoping Unit with a focus on Aboriginal children and families is being established and staff are currently being recruited. |
| Establishing a Child Protection Service unit at the Lyell McEwin Hospital. | On track | Staff have been recruited to support the delivery of a new Child Protection Service (CPS) at the Lyell McEwin Hospital. Significant work is planned for 2017 and 2018 to deliver a fully operational CPS that provides services in northern Adelaide. |
| Increasing funding for post-care services. | On track | A project has commenced to expand services to children who have left state care. This includes improving coordination of and access to services and is supported by an increase in funding to assist young people transition to adult life. |

1. Community and key partner engagement

Key deliverables:

- we will talk to children and young people and seek their views
- we will work with Aboriginal representatives through forums, visits and workshops to together reduce the number of Aboriginal children in the system
- carers will receive direct communication from the Department for Child Protection (DCP)
- focus groups including those specifically for carers and Aboriginal representatives will inform planning
- DCP staff will be engaged in designing, planning and implementing the new system
- a key partners group has been established and forums will be held quarterly
- non-government organisations (NGOs) and other government agencies will collaborate with DCP to deliver reforms.

Why it matters

Ongoing engagement and partnership with key partners, child protection staff and the wider community is fundamental to achieving successful child protection reform. Our new approach will create opportunities for more people with an interest in child protection to voice their concerns or opinions.

Our goals

A comprehensive, inclusive, collaborative and coordinated approach to listening to and adopting feedback from all partners in the child protection system.

Children and young people

The government will talk to children and young people about reform recommendations, and how they should be implemented. Engagement mechanisms may include:

- conducting focus groups and one-on-one discussions with children, in conjunction with child advocacy groups, such as the CREATE foundation
- ongoing discussions with child advocates, such as the Guardian for Children and Young People and the Commissioner for Children and Young People
- engaging frontline child protection staff to set up engagement activities
- working closely with peak bodies and agencies that work directly with children and young people, and asking them to scope issues and engage children
- periodically inviting a youth attendee to the Child Safety and Wellbeing Advisory Panel. The voice of children and young people is currently represented on the Panel through various peak bodies including CREATE, the Guardian for Children and Young People and the Commissioner for Children and Young People.

The recruitment of South Australia's first Commissioner for Children and Young People demonstrated a successful approach to including children and young people in decision-making processes. Under the direction of the Council for the Care of Children, 4 young people from Urrbrae High School joined the selection panel and a group of children from Sturt Street Community School provided a 'children's panel', where shortlisted candidates presented to children on a topic that affected the lives of children. We will work with the Commissioner for Children and Young People to seek feedback from children and young people on future reforms.

Aboriginal families and communities

We will work with Aboriginal communities and services through targeted forums, visits and workshops to ensure services and reforms meet the specific needs and challenges these families experience, and reflect the importance of culture. Please refer to section 3: Aboriginal families and communities for details.

Carers

Specific focus groups and engagement strategies have been held with carers. In February 2017, we asked carers how they would like to participate in the reform process. Carers said that:

- they would like to hear directly from DCP rather than through agencies or caseworkers
- they would like to be consulted on different times and days and by different channels including social media, online and phone calls.

Three carer-specific focus groups, a Facebook Live session and phone-in session were held in March and April 2017. Carers reported feeling positive that their voices and opinions have been heard.

Focus groups

From February 2017 to June 2017, focus groups with 1142 attendees were held in metropolitan and regional areas. The sessions explored system reform priorities and gathered ideas about how to work together to achieve reform.

Key partners

The key partners group consists of over 300 individuals and organisations interested in child protection system reform. The first key partners forum was held on 21 February 2017. It provided an opportunity for early input into the design of the Child Safety Pathway, the Child and Family Assessment and Referral Networks and Out of Home Care reforms. Participants included:

- members of the Aboriginal community
- carers
- non-government agencies
- peak agencies and community groups
- cross-government lead agencies and program managers
- staff from the Department for Child Protection
- representatives from legal services.

A second forum was held on 18 May 2017. Key partners forums will be held quarterly. Key partners are also kept informed through regular email communiqués, online engagement (YourSAy and social media) and through participating in focus groups.

Department for Child Protection staff

A staff forum was held on 22 February 2017 to discuss how we can work together to create a better system. The Premier and the Minister for Education and Child Development attended, with about 800 staff.

The Practice Advisory Group meets monthly and provides another mechanism for senior child protection staff to give feedback on reforms. Members share information and seek feedback from staff in offices and teams across the Department. A new staff intranet is being designed that will be a primary channel for both staff communication and engagement and will supplement regular staff newsletters.

Many child protection reform initiatives require significant cross-agency input and collaboration. The cross-government Child Protection Reform Engagement and Communications Group meets bi-monthly to discuss and plan whole-of-government communication approaches. Other government areas responsible for delivering recommendations assist us to report on progress and troubleshoot any challenges.

How we will know we are making a difference

The experience, advice and insight of everybody involved in the child protection system must inform how we protect vulnerable and at-risk children and young people.

We will know engagement with key partners, child protection staff and the wider community is making a difference when the design of a new child protection system is directly shaped by the knowledge and expertise of child protection experts, foster and kinship carers, the Aboriginal community, case workers, children, families, non-government agencies and the wider public.

The extensive consultation and engagement undertaken so far has provided the reform with invaluable information that has influenced the design of priority reforms and implementation of recommendations.

A summary of all engagement activities undertaken since the release of *A Fresh Start* is provided on the next page.

Child Protection Reform – Community Engagement

ENGAGEMENT SESSIONS

20

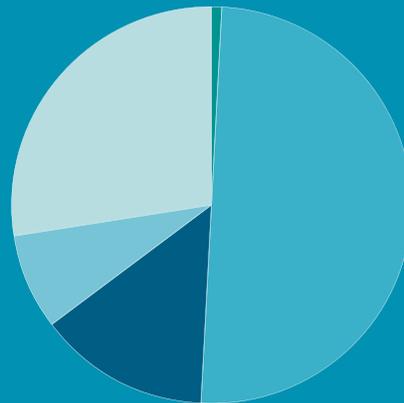
sessions across the state

- Northern Adelaide
- Southern Adelaide
- Western Adelaide
- Adelaide
- Mount Gambier
- Mount Barker
- Port Augusta
- Murray Bridge



1142

attendees



The sessions explored 3 system reform priorities:

Child safety pathway

Out of home care

Child and family assessment and referral networks

Key themes identified:

- child protection is a shared responsibility across the community
- engagement and involvement of Aboriginal children, families and communities in reform
- additional Aboriginal staff and culturally proficient responses
- expand early intervention and support across South Australia
- improve information and data sharing between government agencies, non-government agencies and carers
- training and development opportunities for staff
- making Child Abuse Report Line more accessible and less wait times
- increase reach and quality of service delivery to country and remote areas
- better support to children and young people exiting out of home care.

Online engagement

Facebook Live session held 7 April 2017, posted to YourSAy viewed **4615** times to 15 June, 2017

YourSAy DCP 'A fresh start' pages visited over **3000** times 20 February–15 June, 2017

what's next

- develop a long term strategy for engagement with Aboriginal communities
- engage with South Australia's children and young people on reforms that affect their lives

Consultation with the community and wider child protection sector influenced the following reform initiatives:

| What you told us | What we are doing |
|--|--|
| Early intervention services need to be expanded and coordinated differently in regional areas. | A fourth Child and Family Assessment and Referral Network pilot will be initiated in Mount Gambier to inform the design of regional networks. |
| Consultation with Aboriginal communities is key to the success of child protection reform. | A strategy to engage with Aboriginal children, families and communities is being developed in partnership with the Aboriginal Community Leadership Reference Group. |
| Staff triaging phone calls in the call centre must be experienced and highly capable. | The Intake Team in the call centre will be staffed with some of our most experienced and capable child protection practitioners. |
| Family scoping to identify family and kinship carers needs to occur much earlier. | The new Family Scoping Unit will be located within the Child Safety Pathway at the 'front end' of the system. |
| Relationships between carers and the Department need to be improved and carers better supported. | Four carer relationship officer positions have been developed based on feedback and input from carers to provide better support to carers. |
| Out of Home care services for children must be better coordinated across types of care. | A statewide Out of Home Care Strategy is being developed that will ensure both family-based care and residential care delivers positive outcomes for children. |
| Information sharing needs to be expanded and improved across government, non-government agencies, carers and staff. | The new <i>Public Sector (Data Sharing) Act 2016</i> allows for far greater sharing of information between key partners in the child protection system. |
| More support should be provided to young people on leaving care and after they turn 18. | Work has commenced on a suite of initiatives to provide better coordination of and access to post-state-care services to help young people succeed as adults. |
| Seek the specific views of children and young people currently in care and adults who have been in care to understand their experience and insights. | A strategy for engaging with children and young people will be developed with input from the Commissioner for Children and Young People, the Guardian for Children and Young People and the CREATE Foundation. |

2. Child protection reform governance

Key deliverables:

- various groups and panels will meet regularly to ensure reforms are on track and relevant stakeholders are being consulted
- statewide reforms will be carefully managed and government agencies will work together to achieve system wide reform
- we will partner with the Aboriginal community to make decisions and implement reforms.

Why it matters

Reforming the child protection system requires collaboration, organisation, planning and effective governance. Governance groups will oversee and advise on reforms and how they are implemented. The diagram on the next page shows the connections between government agencies, non-government organisations and community key groups that have been established to encourage shared ownership of reform recommendations.

Our goals

The Child Protection Reform Cabinet Committee (CPRCC) comprises relevant government Ministers. It is a forum to consider strategic policy directions and make important decisions for statewide child protection reform. The Deputy Premier is the Cabinet Committee Chair, which meets regularly. The CPRCC is supported by a range of advisory bodies.

The Child Safety and Wellbeing Advisory Panel meets quarterly and is co-chaired by the CEO, Aboriginal Family Support Services and the Chief Executive, Department for Education and Child Development. Membership on the panel is by Ministerial appointment with representation from Aboriginal services, non-government agencies, the academic sector, legal services and various government departments. Various peak bodies on the Panel represent families and carers, and the voice of children and young people are represented through the Guardian for Children and Young People, the Commissioner for Children and Young People and CREATE. The Panel provides opportunities for non-government and government agencies to work together to deliver child protection reforms. The first quarterly meeting was held on 17 March 2017 and the second meeting will be on 28 June 2017.

The Child Protection Reform Portfolio Management Board (PMB) ensures reforms are coordinated across government by monitoring implementation, addressing and mitigating any risks and endorsing major program deliverables. Membership includes Chief Executives and Deputy Chief Executives from government agencies responsible for leading reforms. The Department for Child Protection Chief Executive chairs the PMB which meets monthly.

The Coordinating Group for Care and Protection (CGCP) meets monthly and provides coordination and strategic support for cross-government initiatives concerning the care and protection of children, from prevention and early intervention initiatives to Out of Home Care and post-care services.

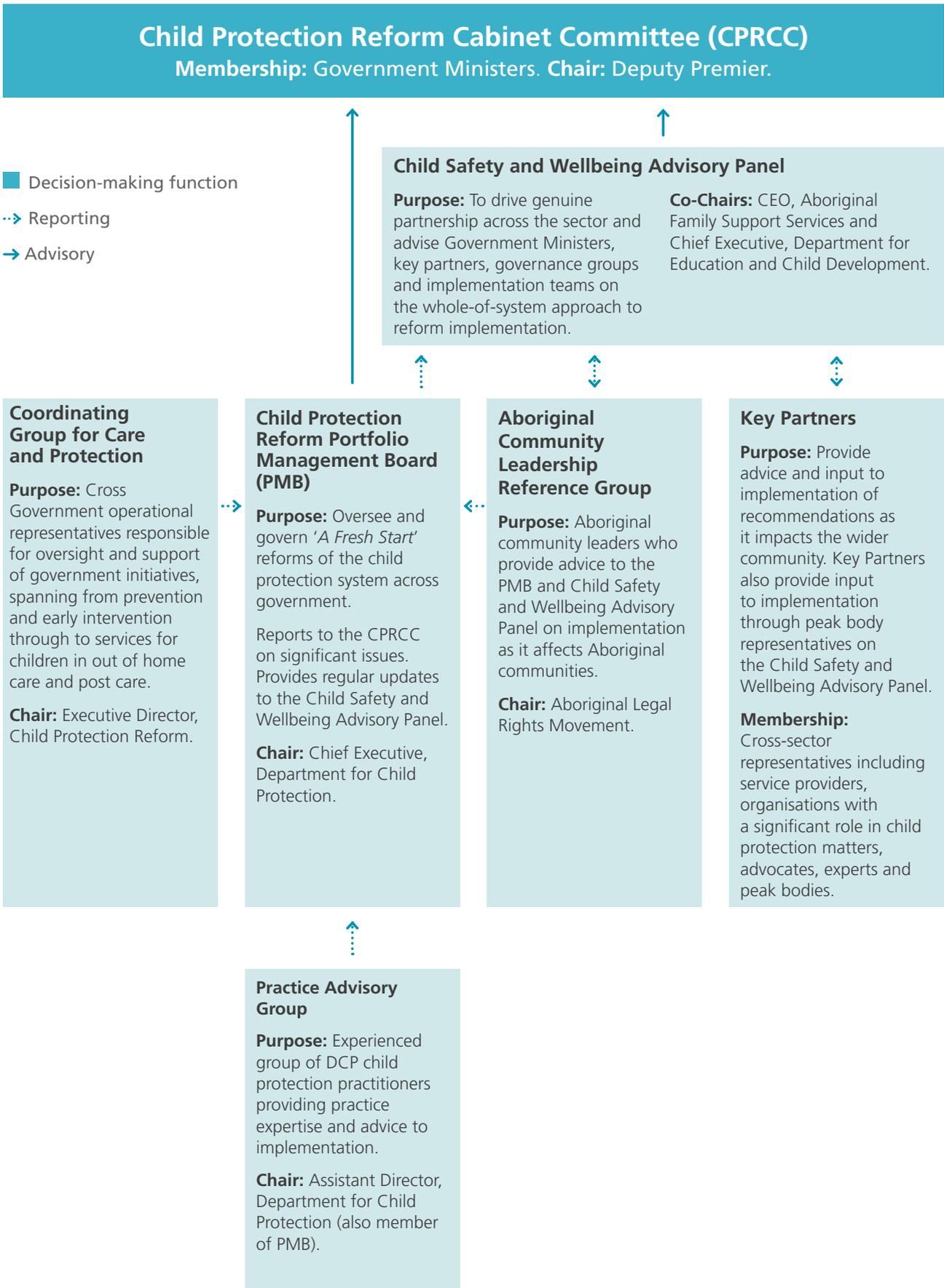
Implementation of the *A Fresh Start* child protection reform program needs experienced, energetic and committed child protection practitioners. The Practice Advisory Group (PAG) meets monthly and is a forum for our senior experts to influence the design and delivery of the new child protection system.

Overseeing the coordination of the reforms is the Child Protection Reform Implementation Team. This team comprises program managers and program leads responsible for reform implementation including planning, supporting and reporting across government.

How we will know we are making a difference

Strong governance increases effective planning, implementation and engagement across system reforms. Governance also increases accountability and ensures deliverables are on target or being met. Public and key partners confidence in our approach to reform will tell us whether we are making a difference.

Child Protection Reform Governance Framework



3. Aboriginal families and communities

Key deliverables:

- a Family Scoping Unit focusing on finding placements for and connecting Aboriginal children to culture and kin
- a Statewide communication and engagement strategy for delivering reform in partnership with the Aboriginal community
- a workforce that is culturally competent and equipped to work successfully with Aboriginal children and families
- increased reach of services to Aboriginal families in remote areas.

It is essential that the over-representation of Aboriginal children and young people in the child protection system is addressed and outcomes for Aboriginal children and young people in care improved.

To achieve this, we are committed to meaningfully engaging with Aboriginal community. This includes ensuring priority reforms specifically address the needs of Aboriginal children, families and communities and reform is designed and delivered in partnership with Aboriginal people and the community.

A significant amount of work has and will continue to be done to seek and act upon the views of the Aboriginal community. A strategy for engaging with Aboriginal communities across the state is being developed and actioned.

How we are engaging with Aboriginal children and families

The Aboriginal Community Leadership Reference Group represents, advocates for and advises on the needs of Aboriginal children, young people, families and communities in reform. The group ensures Aboriginal voices are heard and views embedded in the implementation of reforms and wider system initiatives. The group also leads and fosters collaboration with the Aboriginal community to inform government and non-government decisions.

The Child Safety and Wellbeing Advisory Panel is co-chaired by the CEO, Aboriginal Family Support Services and membership includes SNAICC, the Office of the Commissioner for Aboriginal Engagement and The Aboriginal Legal Rights Movement (which also represents the Aboriginal Community Leadership Reference Group).

A number of Aboriginal representatives have attended community focus groups and provided important input into addressing Aboriginal over-representation in the child protection system. The Department for Child Protection (DCP) Chief Executive has prioritised developing meaningful partnerships with the Aboriginal community and is continuing to meet, consult with and listen to Aboriginal peak bodies.

Workshops between the Aboriginal Community Leadership Reference Group, Senior Aboriginal Leaders Committee and DCP have and will continue to occur. These workshops are helping to build our strategy for wide-reaching partnership with the Aboriginal community, expand focus group themes and provide input to the design of system reforms.

DCP's Child Protection Statewide Aboriginal Network provides further opportunities for Aboriginal staff to share their cultural knowledge, practices and experiences to shape reform.

What we are delivering for Aboriginal children and families

In Phase 1, a Family Scoping Unit with a priority on identifying kin and family to care for Aboriginal children is being established and placed in the Child Safety Pathway. This will assist identification of safe care options for Aboriginal children that help them keep cultural connections and stay connected to family at the earliest possible opportunity.

An Aboriginal workforce recruitment and retention plan has been developed in the Department for Child Protection. This will ensure we are able to attract and retain Aboriginal staff with expertise in child protection.

Training and development programs for staff are being developed to specifically increase the cultural capacity of staff to work with Aboriginal children and families.

Pilot programs and initiatives across reforms are prioritising services to Aboriginal children, family and communities, for example:

- Aboriginal kinship carers will be assessed using Winangay, a culturally appropriate, Aboriginal specific carer assessment tool by late 2017
- an Aboriginal Cultural Identity Support Tool is being implemented to streamline the provision of cultural advice and to ensure decisions about Aboriginal children and families consider connection to kin and culture
- a commitment to address the backlog in kinship care assessments to ensure carers are supported to provide culturally competent and safe home environments for children
- recruitment has commenced for additional APY Lands-based workers to work with Aboriginal children and families in remote communities.

Early intervention for Aboriginal families

The Early Intervention Research Directorate will provide a specific focus on early intervention and prevention programs designed to work with Aboriginal families. Academic experts in child protection will seek to understand the issues and drivers for the over-representation of Aboriginal children and young people in the child protection system. The result of their work will inform how services for Aboriginal communities can be enhanced, and which programs will be funded to better meet the needs of Aboriginal families and communities.

How we will know we are making a difference

The 3 priority reforms all incorporate a specific emphasis on working with Aboriginal children and families effectively.

The new Child Safety Pathway will apply a cultural lens provided by Aboriginal staff to ensure Aboriginal expertise and knowledge informs how notifications are received and assessed. Decisions made about Aboriginal families will be informed by Aboriginal representatives and options for referring families to successful Aboriginal programs will be increased.

Child and Family Assessment and Referral Networks (CFARNs) will develop partnerships with Aboriginal services to provide culturally sensitive responses and expand service options for Aboriginal families who may need help to care for children. The Mount Gambier CFARN pilot will also consider the specific needs of Aboriginal children in the regional context and identify new service models that are culturally appropriate.

Meaningful partnerships with representatives from the Aboriginal community are informing the development of an Out of Home Care Strategy. All children and young people, particularly Aboriginal children, will have known kinship options explored to inform where and with whom children are placed. Aboriginal children and young people in care will remain connected to family and kin where appropriate to ensure identity and culture is maintained.

4. Child Safety Pathway

Key deliverables:

- reform of the reporting system for child abuse notifications – through a multi-agency intake model, the Child Safety Pathway
- a 24/7 model that includes staff from several government agencies
- eCARL and call back options to reduce wait times
- all calls will be screened with a culturally appropriate lens to respond to Aboriginal children and young people at-risk.

Why it matters

The Life They Deserve listed several problems with how notifications about child safety are received, assessed and responded to through the Child Abuse Report Line (CARL). Examples were that notifiers experienced long wait times with high call abandonment rates, and there were significant delays for the completion of eCARL (online) assessments. Poorly designed systems and work tools had a negative impact on staff outputs, and many notifications did not progress to an investigation when they should. This resulted in many families in desperate need of early intervention services not being supported and children eventually being removed from their care.

Our goals

In July 2017, the Child Safety Pathway will be established as the new 'front door' to the child protection system. This is a multi-agency intake model offering a broader child protection and development approach to finding appropriate responses to families and children at-risk.

The Child Safety Pathway will include a new 24/7 intake function to manage phone and eCARL notifications to critically analyse if the notification should progress to a child protection assessment. Notifiers will be able to register for a call back from intake staff during times of peak demand.

A Multi-Agency Assessment Unit (MAAU) will be established within the call centre to ensure an integrated cross-agency approach to responding to new notifications. The MAAU will comprise multidisciplinary staff from partnering agencies including:

- Department for Child Protection
- Department for Communities and Social Inclusion
- Department for Correctional Services
- Department for Education and Child Development
- SA Health
- South Australia Police.

The MAAU will also identify alternative early intervention options offered by partnering agencies to improve appropriate referrals and responses to risk. The MAAU will focus on children from pre-birth to 2 years of age (first 1000 days). By focusing on early intervention, the MAAU will serve as a referral pathway to Child and Family Assessment and Referral Networks (CFARNs). There will also be linkages between the MAAU and other multi-agency initiatives such as the Multi-Agency Protection Service and the Family Safety Framework to avoid duplication and to enhance opportunities for collaboration and information exchange.

How we will know we are making a difference

The Early Intervention Research Directorate will monitor and evaluate the Child Safety Pathway over the first 12 months of operation. Indicators to measure if the new service model is making a difference will include:

- reduced phone call abandonment rates
- all calls answered within 30 minutes, and call back contact made within 2 hours
- eCARL notifications assessed within 24 hours
- investigations and statutory interventions avoided due to Multi-Agency Assessment Unit referral to CFARNs where appropriate
- staff, user and stakeholder feedback.

5. Child and Family Assessment and Referral Networks (CFARNs)

Key deliverables:

- CFARNs will form part of the child protection system to protect children from before birth until 2 years of age
- the families of children identified as at-risk will be targeted for intervention and support
- local assessments of needs (LANs) will enable better planning and support services to meet the needs of local families
- Aboriginal families will be prioritised for CFARNs, as will National Disability Insurance Scheme (NDIS) recipients.

Why it matters

Many children and their families who are the subject of notifications would benefit greatly from receiving early intervention services to support parenting and child development and wellbeing. By strengthening and supporting families, later or further progression into the child protection system may be avoided.

Currently, government and non-government agencies providing early intervention and support programs are not effectively connected or linked into the child protection system to deliver a holistic service response. Children and families are not receiving the services they need in a timely way or are not accessing support.

Our goals

In July 2017, 3 pilot Child and Family Assessment and Referral Networks (CFARNs) will commence in the Adelaide metropolitan area. CFARNs are prescribed in the Children and Young People (Safety) Bill 2017 as a fundamental part of the South Australian Government's commitment to develop a broader child development system that starts before birth.

CFARNs will provide a targeted intervention response for families with children in the first 1000 days (pre-birth to 2 years of age) who are notified to the Child Safety Pathway with concerns regarding neglect or abuse.

Families will be referred to CFARNs for comprehensive assessment and planning for tailored support. CFARNs will coordinate access to services by families with the aim of protecting children and helping families provide a safe environment.

CFARNs will also develop local assessment of needs (LANs) for at-risk families and children in the area. LANs will also be used to inform service planning, by government and non-government agencies, to meet community needs. They will include clear recognition of the needs of Aboriginal families, families with children with disabilities and children from culturally and linguistically diverse backgrounds.

During early consultation on the CFARNs model, stakeholders identified the need for a regional CFARN pilot site as a metropolitan-specific model may not be easily transferable to a regional setting. A regional site is also important during Phase 1 to ensure the needs of rural and remote communities are met. In response, the South Australian Government will establish a fourth CFARN pilot site in Mount Gambier to begin in the second half of 2017.

The Department for Education and Child Development will lead the establishment of CFARNs in Children's Centres. A non-government organisation will establish the CFARN pilot site in the western Adelaide region.

How we will know we are making a difference

The Early Intervention Research Directorate will monitor and evaluate the effectiveness of CFARNs. Indicators to measure if the CFARNs are making a difference will include:

- the number of families and children referred from the Child Safety Pathway who engage with services
- reduction in number of families requiring child protection services
- improved outcomes for children shown in the Australian Early Development Census demonstrating improved wellbeing, safety and developmental outcomes
- parents' enhanced capacity to care for their children and improved child-parent attachment relationship
- staff, user and stakeholder feedback.

6. Out of Home Care Strategy

Key deliverables:

- 59 recommendations in *The Life They Deserve* report relate to Out of Home Care - these will be delivered over 5 years; Phase 1 will address 32 recommendations
- the goal is to reduce the need for commercial care, increase the number of children in family-based care, improve the foster care system and employ more specialist staff to meet clinical needs
- Aboriginal kinship options will be prioritised and services designed to be culturally appropriate.

Why it matters

The current Out of Home Care (OOHC) system is fragmented and very reactive to demand, which has resulted in inconsistent approaches to care, and limited suitable and stable care options for children and young people at-risk. The consequence is a system that is over reliant on commercial care, driving up the cost of care, with decreased quality. The current system is not providing care in the best interests of children and young people entering OOHC with histories of trauma and neglect.

A new OOHC Strategy provides the roadmap for reforming the system. The Strategy will ensure there is a shared vision and investment across government and non-government services to deliver prioritised reforms in partnership. Children, young people and their carers will be at the centre of reforms.

Our goals

The 59 recommendations will be delivered over 5 years from July 2017 to July 2022. Phase 1 features 32 recommendations with some currently underway and others to commence from July 2017, including:

- increasing 'other person guardianship' assessment
- purchasing and implementing a general and Aboriginal-specific kinship assessment tool for considering the safety and appropriateness of kinship placements
- a team to address the backlog in kinship assessments
- employing 4 carer relationship officers to improve the capacity and retention of family-based carers, 2 specialist disability workers to consult across Department for Child Protection in matters involving children with disabilities, 4 additional therapeutic positions to support placements identified as being at-risk or under stress
- expanding the Intensive Placement Support team to improve governance and quality of commercial care placements
- payments will be extended past 18 years for family based carers of young people remaining in post-secondary school education or training.

How we will know we are making a difference

There will be greater accountability and transparency across the OOHC system through shared monitoring of deliverables. Indicators to measure if the new OOHC Strategy is making a difference will include:

- an increase in the proportion of children and young people in family-based care options
- a decrease in the proportion of Aboriginal children and young people in non-family based care
- an increase in the proportion of 'other person guardianship' care options
- a decrease in the proportion of children and young people in commercial care.

7. Early Intervention Research Directorate (EIRD)

Key deliverables:

- EIRD will be responsible for using evidence and inter-linked data to inform strategies and approaches to working with children and families in need
- EIRD will provide a strong evidence-base for how to support vulnerable children and families
- EIRD will focus on reducing the disproportionate number of Aboriginal children in the child protection system.

Why it matters

Designing strategies to improve child protection needs to be informed by a reliable evidence-base, inter-linked data, and include evaluation strategies to ensure programs are working.

The State Government has provided resources to create the Early Intervention Research Directorate (EIRD) as part of the process of creating 'a fresh start' for the child protection system. EIRD is based within the Department of the Premier and Cabinet and will develop new strategies to better support vulnerable families and measure the effectiveness of child protection initiatives.

Our goals

EIRD is an important initiative that will consider evidence-based knowledge in the planning and evaluation of services for early intervention and prevention of child abuse and neglect. EIRD has partnered with a consortium of experts from Adelaide University's BetterStart Research Group, the University of South Australia's Australian Centre for Child Protection and the Telethon Kids Institute. The experts are:

- Professor John Lynch, BetterStart Child Health and Development Research Group, University of Adelaide
- Professor Fiona Arney (Director), Professor Leah Bromfield (Deputy Director), Australian Centre for Child Protection and Associate Professor Alwin Chong, Positive Futures Research Collaboration, University of South Australia. Professor Bromfield is also the Professorial Fellow to the Royal Commission into Institutional Responses to Child Sexual Abuse
- Associate Professor Sally Brinkman, Telethon Kids Institute.

In its first 18 months EIRD will deliver the following in partnership with the consortium:

- desktop evaluation of existing early intervention and prevention programs and services and identification of early intervention system gaps
- establishing a fellowship program and research agenda
- 3 key research projects focusing on pregnancy and the first 1000 days of life, recurring cases in the child protection system, and the over-representation of Aboriginal children and young people
- developing a data linkage and analytics system that will increase understanding of children involved in the child protection system and support better case management
- developing a prevention and early intervention strategy outlining a whole-of-government, evidence-based approach to early intervention in child protection.

How we will know we are making a difference

EIRD is committed to using data and evidence to better inform policy development, service delivery, funding prioritisation and decision-making. EIRD will engage and work closely with all agencies responsible for child wellbeing prevention and early intervention services to ensure their decisions are evidence-based and programs delivered to families prevent children entering care.

EIRD will identify when children who otherwise would have been removed, are supported to remain in safe and stable family environments. The reorientation of our focus to the supporting of families in need will be informed by the work of EIRD, and the key measure of its success.

8. Legislative reforms

Key deliverables:

- a new Children and Young People (Safety) Bill 2017 that enshrines in legislation the protection of children, in line with recommendations from the *The Life They Deserve* report
- the Bill passed the House of Assembly on 11 April 2017 and is currently before the Legislative Council
- in addition to the Child Safety Bill, a suite of new legislation has been passed.

Why it matters

The Children and Young People (Safety) Bill 2017 was tabled in Parliament with *A Fresh Start* on 29 November 2016. The Bill was open for public consultation during December 2016 and January 2017. Following consideration of feedback, an amended Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017.

The Bill reflects the recommendations of *The Life They Deserve* and provide a framework for a new child protection system in South Australia. This new Bill will ensure that the safety of children and young people is everyone's paramount consideration.

Our goals

Following the government's discussions with key partners, progress of the Bill in the House of Assembly was suspended to allow for further consultation. In response to this consultation, the government filed a number of amendments to clarify and expand on measures within the Bill.

The amended Bill passed the House of Assembly on 11 April 2017 and is currently before the Legislative Council.

The Children and Young People (Safety) Bill 2017 will replace the current *Children's Protection Act 1993 (SA)*. Work to draft regulations to support the Bill is being progressed by the Department for Child Protection in collaboration with the Attorney-General's Department. The draft regulations will then be circulated for wider consultation and feedback.

Consultation is currently underway with the non-government sector and wider community regarding potential changes to the *Family and Community Services Act 1972* to include legislation regarding early intervention and broader child, family and community wellbeing.

In addition to the Child Safety Bill, a number of legislative reforms have already been achieved with the passing of new legislation to strengthen screening of staff and volunteers working with children, to enhance effective sharing of data and information across agencies and to establish the role and function of the Commissioner for Children and Young People. These significant reforms provide an enhanced legislative platform on which to base reform of the child protection system.

Further information

Information about the Child Protection Systems Royal Commission, the Government's response to the Royal Commission and progress towards reform is available on the Department for Child Protection's website www.childprotection.sa.gov.au

The child protection reform implementation team is contactable by emailing CPreform@sa.gov.au

Appendix

Recommendations from *The Life They Deserve* and progress status

The following progress updates are current as at June 2017.
See the Child Protection website for the most up-to-date progress updates.

| # | Recommendation | | | |
|-----------------------|---|-----------------------|---------|--------------|
| 1 | <p>Establish a protocol to govern eligibility for a grant of legal aid to carers, where the child's best interests would be better or more appropriately secured by obtaining Family Court orders, rather than by proceedings in the Youth Court. Further, that funding be provided to the Legal Services Commission and quarantined for this specific purpose.</p> <table border="1"><tr><td>Accepted in principle</td><td>Phase 2</td><td>Implementing</td></tr></table> <p>PROGRESS</p> <p>The Legal Services Commission is in the process of establishing guidelines to govern eligibility for a grant of legal aid to carers, where the child's best interests would be better secured by obtaining Family Court orders rather than proceedings in the Youth Court. These guidelines will require applicants to meet a means and merits test.</p> | Accepted in principle | Phase 2 | Implementing |
| Accepted in principle | Phase 2 | Implementing | | |
| 2 | <p>Fund, subject to a protocol, any required filing costs where there is a need for Youth Court orders to be registered in the Family Court to improve the safety of the children to whom they relate.</p> <table border="1"><tr><td>Accepted in principle</td><td>Phase 2</td><td>Implementing</td></tr></table> <p>PROGRESS</p> <p>Where a client of the Legal Services Commission has received a grant of aid, the filing costs will be waived in line with current practice whereby all filing fees are waived in the Federal Circuit Court and Family Court where a person has a grant of legal aid.</p> | Accepted in principle | Phase 2 | Implementing |
| Accepted in principle | Phase 2 | Implementing | | |
| 3 | <p>Support and promote for action, recommendation 5(a) of the Family Law Council interim report (June 2015), which advocates for the development of a national database of child protection and Family Court orders.</p> <table border="1"><tr><td>Accepted</td><td>Phase 1</td><td>Planning</td></tr></table> <p>PROGRESS</p> <p>This recommendation was raised at the national meeting of the Children and Family Secretaries (CAFS) group on 6 April 2017 and was supported in principle by jurisdictions. Jurisdictions have agreed in principle to the sharing of child protection orders. Sharing of family court orders will be considered as part of the review of national family law.</p> | Accepted | Phase 1 | Planning |
| Accepted | Phase 1 | Planning | | |



- 4 Reinstigate the court liaison role (CLR) as a strategic link between the agency, the Family Court and the Youth Court, to improve system interface and to develop service responses in accordance with the requirements of each jurisdiction.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

The Court Services and Liaison team is continuing to provide valuable support to case workers and social workers across the Department for Child Protection.

Proactive discussions are being held between the Chief Executive, Department for Child Protection and representatives of the Family Court to identify and begin strategies to further develop links with the Family Court.

- 5 Move the Office of Child Protection and the functions of Families SA out of the Department for Education and Child Development to establish a separate department that has the business of child protection as its primary focus, and which has elements and functions as set out in this report.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 6 Appoint a Chief Executive of the new department who has strong leadership skills and recognised credibility in child protection work, and who has a direct line of ministerial responsibility.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 7 Implement a structure in the new department that reduces the hierarchies between leadership and front-line workers.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

A revised Department for Child Protection organisational structure was released for staff consultation on 20 February 2017. Consultation closed 10 March 2017.

The final structure was released following evaluation of the staff feedback. The new structure will be implemented in July 2017.

- 8 Establish a refreshed leadership in the new department with emphasis on the attraction and retention of leaders who have recognised credibility in child protection work, and who have the capacity to lead a major reform of organisational culture.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

The Department for Child Protection has finalised the new executive structure, and the process to fill remaining positions has begun. The Deputy Chief Executive, Service Delivery and Practice commenced on 10 April 2017, and brings expert knowledge and significant experience in the care and protection of children and young people and in Aboriginal policy.





- 9 Review the delegation of powers to enable decision making to occur at the closest possible level to the child, subject to questions of fiscal responsibility and sensitivity or complexity of the issues.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection will continually review delegations and associated policies and procedures to ensure decision making occurs at the closest possible level to the child. Most recently, the Who Can Say OK Guide, formerly known as the Consents and Decisions Handbook was revised. Organisational delegations will also be reviewed following implementation of the new organisational structure in July 2017. | | |

- 10 Adopt a policy that gives a child’s caseworker the primary responsibility for case management and, except in special circumstances, ensures that the caseworker is made aware of all discussions and decisions that affect the child.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection will continually review delegations and associated policies and procedures to ensure decision making occurs at the closest possible level to the child. Organisational delegations will also be reviewed following implementation of the new organisational structure in July 2017 to provide the child’s caseworker with primary responsibility for case management. | | |

- 11 Conduct a formal review of Solution Based Casework™ (SBC) to critically examine whether the model is being used with fidelity to the original model in practice.

| | | |
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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| A review of the Solution Based Casework™ (SBC) model has been undertaken and identified use of the model is irregular and inconsistent. The review makes a series of recommendations with a focus on achieving a consistent practice approach within the Department for Child Protection, based on the principles of SBC. | | |

- 12 Provide an ongoing SBC consultation and training service to be delivered by principal social work staff and appropriately accredited trainers in SBC who remain within the agency.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| A series of pilot consultation and training programs in Solution Based Casework™ (SBC) is underway across metropolitan and country offices. The programs will be evaluated to inform future organisational training and development requirements. | | |





- 13** Audit the range of process and policy documents to identify and discard those that are out of date. Develop a single database that is accessible to all staff via the Agency's intranet, to electronically file all current documents.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Department for Child Protection Policy Review Group continues the extensive task of reviewing, decommissioning and updating departmental policy documents. This is an ongoing process that ensures policy documentation remains current and reflects any organisational changes. The development of a policy library accessible on the intranet is on track for delivery in late 2017. | | |

- 14** Employ administrative assistants at adequate levels of expertise to support casework teams to manage the administrative requirements of C3MS.

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| Not accepted |
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- 15** Develop clear guidelines for recording information on C3MS, which identify those responsible for data entry and the categories under which data is entered. Rationalise available categories to limit inappropriate categorisation of important information.

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|---|---------|----------|
| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Guidelines concerning C3MS and the recording of information are being reviewed in accordance with reforms to the child protection system. This progressive review ensures guidelines are current and reflect any changes. This work will also inform C3MS training to ensure it provides relevant information about new categories, roles and responsibilities and minimises the risk of information being categorised incorrectly. | | |

- 16** Develop training in the use of C3MS to ensure that practitioners understand their obligations in uploading data, and the limitations of the incident-based nature of recording.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| Work is underway to update mandated C3MS training programs and resources for data recording obligations. Regular meetings occur with C3MS trainers to review and update C3MS training. This has included system familiarisation updates plus role-specific training for Department for Child Protection staff. This is occurring in conjunction with: | | |
| <ul style="list-style-type: none"> → updates and rationalisation of C3MS categories → C3MS updates required as a result of linked projects and recommendations → the review and updating of C3MS guides about the recording and uploading of information. | | |





17 Provide practitioners with mobile devices to allow access to C3MS from remote locations.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| <p>The Department for Child Protection’s Information Management Services is investigating a range of options for hardware and software solutions that ensure information security is maintained.</p> <p>The C3MS Management team is identifying and analysing a range of appropriate and easy-to-use technological solutions that benefit case workers and other staff and meet daily work functions. Required testing will be undertaken.</p> | | |

18 Permit stakeholders such as other government agencies and not-for-profit organisations limited access to C3MS to facilitate cooperation, collaboration and transparency.

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| Accepted in principle | Phase 2 | Not yet commenced |
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19 Set constructive and practical benchmarks for the development of critical enhancements to C3MS.

| | | |
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| Accepted in principle | Phase 2 | Not yet commenced |
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20 Conduct a review of the long-term viability of C3MS, and monitor research and developments in the area of electronic information management systems with a view to determining whether C3MS should be replaced with a more suitable and effective electronic information system.

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| Accepted in principle | Phase 2 | Not yet commenced |
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21 Establish a human resources unit in the agency that has sufficient specialist expertise and resources to develop and implement strategic workforce plans and to manage operational demands to ensure high quality child protection practice.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| <p>The Chief Human Resources Officer commenced in January 2017 and a Human Resources unit organisational structure has been developed following an internal consultation process. Work is underway to recruit to the new structure.</p> | | |

22 Establish a learning and professional development unit in the agency to lead training and professional development, for both professional and operational staff.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| <p>A new organisational structure for the Department for Child Protection will take effect in July 2017. The new structure maintains the current development team for operational staff and introduces a new Organisational Development Unit for learning and development functions across staff in the department.</p> | | |





23 Require professional staff in the agency to complete a minimum number of hours of professional development each year as a condition of their employment.

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| Accepted in principle | Phase 2 | Not yet commenced |
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24 Charge the executive of the agency, through the human resources unit, with a review of current practices and the development of evidence-based strategies relevant to:

- a. workforce records and data management
- b. workforce qualification profiles, including requiring any staff holding a case load to be degree qualified in a discipline relevant to child protection
- c. the recruitment, selection, induction and retention of staff, including managing all recruitment and selection centrally
- d. career, including management, pathways
- e. workload management
- f. performance planning, support and monitoring for enhanced staff performance
- g. professional development requirements, opportunities and resourcing, including adopting a professional development reimbursement program modelled on that operating in SA Health.

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| Accepted in principle | Phase 2 | Not yet commenced |
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25 Provide a psychological service to work with the executive to address the high levels of workplace stress in the agency.

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| Accepted in principle | Phase 2 | Not yet commenced |
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26 Appoint clinical managers to each metropolitan hub and regional office of the agency and review professional line-management structures accordingly.

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| Not accepted | | |
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27 Invest in clinical management, supervision and practice improvement, including the development of a supervision framework.

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| Accepted | Phase 1 | Planning |
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PROGRESS
 A jurisdictional review of supervision frameworks in child protection and other clinical settings is underway. This has informed the foundation of a supervision framework for the agency, including the creation of a competency framework and a draft supervision procedure. Staff training to support implementation has also been developed.





- 28** Establish formal and regularly evaluated relationships between the agency and the tertiary education sector that are designed to:
- enhance student and academic knowledge and experience of child protection practice
 - attract desirable graduates
 - expand and focus child protection practice research
 - ensure that the agency and its staff are kept abreast of contemporary professional research and literature.

| | | |
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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| A working party including staff from the Department for Child Protection, the University of South Australia and the Australian Centre for Child Protection has been established to commence building formal relationships. Initially, the working party will review existing curriculum courses. Work is also underway to develop a specialist child protection stream within the University of South Australia Bachelor of Social Work program. | | |

- 29** Establish a postdoctoral fellowship program in conjunction with the tertiary education sector to advance areas of research relevant to the agency.

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|---|---------|--------------|
| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Early Intervention Research Directorate has established a postdoctoral fellowship program focusing on research into key policy areas including prevention strategies in the first 1000 days of life, Aboriginal over-representation in child protection and breaking the cycle of intervention. | | |

- 30** Require the agency to take a lead role with other stakeholders to develop and implement a workforce strategy designed to improve staffing practices and performance across the broader child protection system.

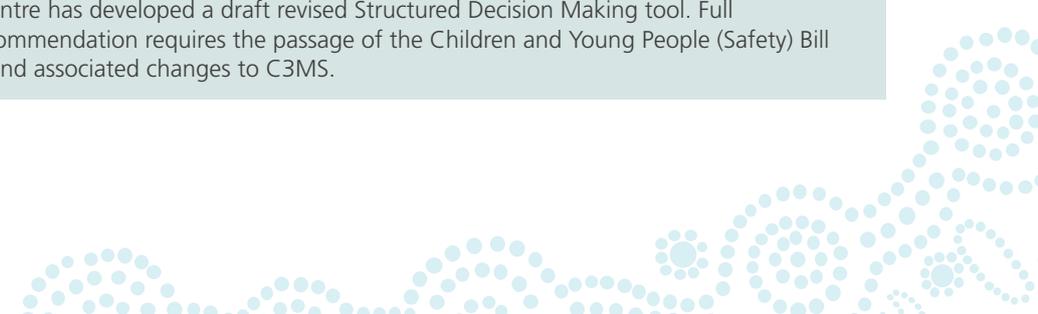
| | | |
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| Accepted | Phase 1 | Not yet commenced |
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- 31** Maintain the current mandatory reporting threshold set out in section 11 of the *Children's Protection Act 1993*.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 maintains the current mandatory reporting threshold. The Bill was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. | | |

- 32** Review the screening and response priority tools to ensure they give due weight to cumulative harm, chronic neglect, social isolation, underlying causes of dysfunction, the need to conduct timely forensic medical assessments, and the expertise and experience of professional notifiers.

| | | |
|--|---------|----------|
| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Children's Research Centre has developed a draft revised Structured Decision Making tool. Full implementation of this recommendation requires the passage of the Children and Young People (Safety) Bill 2017 through Parliament and associated changes to C3MS. | | |





33 Review screened-out notifications periodically to ensure the threshold is being correctly applied.

| | | |
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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Child Safety Pathway concept plan and intake service model have been developed. The design of an appropriate quality assurance program will be finalised as part of refining new intake processes. | | |

34 Invest in the professional development of the agency's Call Centre practitioners, including, but not limited, to:

- a. the implementation of case reading
- b. regular clinical supervision
- c. the introduction of a tailored induction program
- d. ongoing training in the specific skills required of Call Centre practitioners.

| | | |
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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| As part of the suite of system reforms in <i>A Fresh Start</i> , the current operation of the call centre will be redesigned. Throughout this process, future induction and ongoing staff training and development needs will be identified to determine appropriate supports and program delivery. | | |

35 Implement the automated call-back feature at the Call Centre for a trial period, followed by an assessment to determine whether its ongoing use is justified.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection has consulted with the current telecommunications vendor on the call back feature. Work is underway to scope alternative options that would better support deployment of a call back feature, improve overall telecommunication functions at the call centre and better support business practices. | | |

36 Staff the Call Centre at a level that would permit the achievement of the following service benchmarks:

- a. a maximum waiting time of 30 minutes for a telephone call to be answered
- b. a maximum of 24 hours to assess an eCARL notification
- c. a maximum delay of 2 hours for a call back.

| | | |
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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| The Child Safety Pathway concept plan and intake service models have been developed. The design of an appropriate quality assurance program will be finalised as part of refining new intake processes including the development of a performance monitoring framework and critical key performance metrics. Recruitment of additional employees to the Call Centre is in progress. | | |





37 Ensure that the Call Centre is never left unattended. Crisis Care staffing levels should be immediately increased to no fewer than 3 staff at each shift.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Child Safety Pathway concept plan and intake service model have been developed. Implementation of the new Child Safety Pathway from July 2017 will ensure that there will be a minimum of 3 staff in the Call Centre at all times. | | |

38 Abandon the proposal to engage unqualified call agents to receive telephone notifications. Telephone calls from notifiers must only be taken by degree-level, tertiary qualified and experienced practitioners.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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39 Update, as a matter of urgency, public information concerning the services offered by the Crisis Care service.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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40 Provide automated electronic feedback to all notifiers, confirming receipt of their notification (in the case of eCARL). Post-assessment, what screening and response priority assessments were made in relation to their notifications.

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| Accepted | Phase 2 | Not yet commenced |
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41 Record notifications directly into an electronic log sheet that pre-populates the C3MS intake record.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Log sheet specifications have been scoped and development of the electronic log sheet is underway. | | |

42 Review and improve the efficiency of recording practices of Notifier Only Concerns (NOCs).

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| Accepted | Phase 2 | Not yet commenced |
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43 Ensure the Agency regains control of, and strictly oversees, mandatory notification training, including creating and updating an appropriate training package and a mandatory notifiers' guide, and regularly auditing training to ensure fidelity.

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| Accepted | Phase 2 | Not yet commenced |
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- 44** Make mandatory notification training compulsory for:
- registered teachers;
 - general medical practitioners;
 - police officers; and
 - other mandated notifiers who are employees of, or volunteer in, a government or non- government organisation that provides health, welfare, education, sporting or recreational, childcare or residential services wholly or partly for children, where the notifier either (a) is engaged in the actual delivery of those services to children or (b) holds a management position in the relevant organisation, the duties of which include direct responsibility for, or direct supervision of, the provision of those services to children.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 45** Restrict access to eCARL to notifiers who have completed mandated notifier training.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 46** Include an interactive mandatory notifier guide at the start of eCARL.

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| Accepted | Phase 1 | Planning |
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PROGRESS

Testing of a hard copy mandatory notifier guide (MRG) is complete and the tool has been reviewed to ensure it addresses recommendation from *The Life They Deserve* report. A copy of the MRG has been forwarded to the Crown Solicitor’s Office for advice, after which a project to integrate an interactive solution at the start of eCARL will commence.

- 47** Amend Part 4, Division 1, of the *Children’s Protection Act 1993* to include a new provision permitting, but not requiring, a notifier to report concerns about an unborn child, regardless of the stage of pregnancy.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. Clause 30(3) of the Bill gives effect to this recommendation.

- 48** Abandon the policy restricting the recording of Report on Unborn (ROU) children to 34 weeks’ gestation or later.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 49** Institute longer-term funding arrangements for prevention and early intervention services, subject to evaluation and performance criteria.

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| Accepted | Phase 1 | Planning |
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PROGRESS

Work has commenced to better understand the existing early intervention and prevention environment in South Australia, including preliminary evaluation of service gaps and needs. It is expected that this work will help to inform future decisions about funding of prevention and early intervention services.



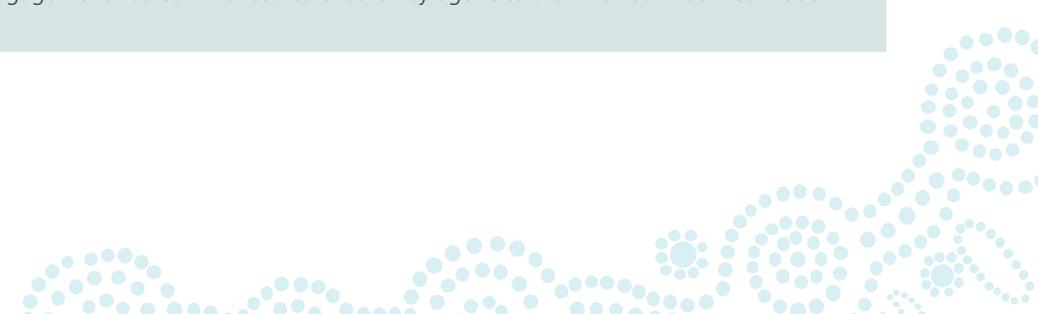


- 50** Establish an Early Intervention Research Directorate (EIRD) to:
- a. prepare a prevention and early intervention strategy that is updated at least every five years:
 - i. to identify service models that have proved effective or show promise in promoting the health, safety and wellbeing of children in South Australia
 - ii. to serve as the basis of decisions by South Australian Government agencies to fund prevention and early intervention services
 - iii. to form the basis of negotiations with the federal and local governments, with a view to coordinating funding priorities
 - b. establish research partnerships and fund evaluations of innovative service models to determine their effectiveness and value for money
 - c. focus on the prevention and early intervention investment priorities identified in this report.

| Accepted | Phase 1 | Implementing |
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| PROGRESS | | |
| <p>The Early Intervention Research Directorate (EIRD) was established in December 2016 in the Department of the Premier and Cabinet. EIRD is developing new strategies to better support vulnerable families and ensure prevention and early intervention programs are effective.</p> <p>The Directorate facilitates a new way of partnering with the academic sector and will involve data collection, monitoring, mapping, evaluation and research expertise in child protection and early intervention. An agreement was entered into on 17 March 2017 between the State Government, BetterStart Research group in the University of Adelaide, the Australian Centre for Child Protection in the University of South Australia and the Telethon Kids Institute.</p> | | |

- 51** Establish child and family assessment and referral networks in each region of Greater Adelaide and regional South Australia that include:
- a. a lead not-for-profit agency to manage, in partnership with the agency, a local entry point to services provided by partner agencies in the region, focusing on collaborative practice and coordinated, multi-service responses, when required
 - b. an annual local assessment of needs (LAN) prepared by the lead not-for-profit agency after mapping the needs of vulnerable families and children in each region. The LAN would inform funding decisions for services
 - c. child protection practitioners in each child and family assessment and referral network to support decision making in relation to child safety including when to refer higher risk families for a statutory response by the agency.

| Accepted in principle | Phase 1 | Implementing |
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| PROGRESS | | |
| <p>The lead agency for the northern and southern Child and Family Assessment and Referral Networks is the Department for Education and Child Development (DECD). A non-government organisation (NGO) will lead the western CFARN. All 3 CFARN pilots will be located in DECD children's centres. The northern site will be the Elizabeth Grove Children's Centre, and the southern CFARN will be located at Taikurrendi Children and Family Centre (co-located with Christies Beach Primary School). A fourth site will be piloted in Mount Gambier in the second half of 2017.</p> <p>The Department for Education and Child Development has formed a project team comprising project managers and allied health leads to ensure an appropriate service model is developed to support the project.</p> <p>Planning for stakeholder engagement has commenced to ensure key agencies are involved in service model planning.</p> | | |





- 52** Employ qualified child wellbeing practitioners (CWPs) accessible to all staff in the department, but focusing on locations of greatest need, to consult with staff and to work directly with vulnerable families. CWPs should have on-site access to the agency’s electronic database.

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| Accepted in principle | Phase 1 | Complete |
| <p>The Department for Education and Child Development’s (DECD) Child Wellbeing Program has been successfully established and implemented. Child Wellbeing Practitioners (CWPs) are currently consulting with DECD staff and working directly with vulnerable families in approximately 300 of the state’s most high risk education sites. All staff have access to C3MS.</p> | | |

- 53** Equip relevant government agencies to support vulnerable families by appointing existing employees as child wellbeing assistants (CWA), in addition to their usual role, to provide staff guidance about options to support vulnerable families.

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| Accepted | Phase 2 | Planning |
| <p>PROGRESS</p> <p>On 21 November 2016, Cabinet approved the establishment of child wellbeing assistants (CWA) within each of the following agencies:</p> <ul style="list-style-type: none"> → Department for Communities and Social Inclusion → Department for Correctional Services → Department for Education and Child Development → Department of Environment, Water and Natural Resources → Department for Health and Ageing → Department of Planning, Transport and Infrastructure → Department of Primary Industries and Regions, South Australia → Department of State Development → South Australia Police → State Emergency Services <p>The Coordinating Group for Care and Protection (CGCP) has established a working group to plan, analyse and drive the delivery of a unified cross-government approach to CWAs, their training and a model for collaboration.</p> | | |

- 54** Implement a simple, common assessment framework, such as ‘common approach’, for use by government and not-for-profit services who work with vulnerable children and families.

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| Accepted | Phase 1 | Not yet commenced |
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- 55** Convene regular cross-agency training and networking sessions for all CWPs and CWAs in each local metropolitan and country region to increase their knowledge and support local inter-agency collaboration

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| Accepted | Phase 2 | Not yet commenced |
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- 56** Amend the *Children's Protection Act 1993* to permit mandated notifiers to discharge their obligations by: reporting to the agency's Call Centre (Child Abuse Report Line); or to designated child wellbeing practitioners, or by referral to a child and family assessment and referral network where the notifier believes a child's circumstances would be adequately attended to by a prevention or early intervention program.

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| Accepted in principle | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 30 of the Bill. | | |

- 57** Review procedures for strategy discussions to ensure they are convened promptly upon the receipt of notifications requiring investigation (and without delay when children present with physical injury). Discussions should include all relevant government and non-government participants and be reconvened as necessary.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 58** Provide the agency's practitioners with training, support and supervision to equip them to make realistic assessments of risks, particularly in areas of chronic maltreatment, cumulative harm, social isolation, drug and alcohol abuse, mental health, family violence, and attachment and care needs of young children, to consider the views of children and to develop appropriate safety plans.

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| Accepted | Phase 2 | Implementing |
| PROGRESS | | |
| Considerable work is underway to develop practitioner assessment skills, including the delivery of training for the assessment of cumulative harm, attachment and care needs, and family violence. | | |

- 59** Reconcile and integrate the agency's assessment tools and documentation (including Solution Based CaseworkTM, the assessment framework and decision-making tools).

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| Accepted | Phase 1 | Not yet commenced |
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- 60** Amend section 20 of the *Children's Protection Act 1993* to delete section 20(2) and (3), and include a provision which empowers the agency to issue a written direction to parents, guardians or other persons requiring them to submit to a drug and alcohol assessment, with the results to be provided to Families SA.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. | | |
| This recommendation is being implemented at clause 35 of the Bill and has been expanded to not only include drug and alcohol assessments but also parenting capacity assessments. Drug and Alcohol Services South Australia is currently recruiting staff to build the capacity of the organisation to manage an expected increase in requests for drug and alcohol referrals and assessment information. | | |



- 61 Ensure the agency responds to all screened-in notifications, either directly, or by appropriate referral, including responding promptly (including after hours) to notifications in which physical injuries are notified and the agency's assistance is required to facilitate a forensic medical assessment.

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| Accepted in principle | Phase 3 | Planning |
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PROGRESS

A number of system and process changes are required to deliver this recommendation. A concept plan has been developed and the Department for Child Protection is meeting with key partner agencies to design the service model.

- 62 Phase out the closure of intakes and files due to a lack of resources. This should occur over a period of no more than five years from the date of this report. In the interim, practitioners should be provided with clear guidelines as to the circumstances in which such closures are appropriate. There should be quarterly reports to the public on the rate of closures that are due to a lack of resources.

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| Accepted in principle | Phase 3 | Not yet commenced |
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- 63 Amend section 19(1) of the *Children's Protection Act 1993* by deleting section 19(1)(b) thereof to provide that:
- a. if the Chief Executive suspects on reasonable grounds that a child is at-risk, the Chief Executive must cause an assessment of, or investigation into, the circumstances of the child to be carried out or must effect an alternative response which more appropriately addresses the potential or actual risk to the child.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clauses 31 and 32 of the Bill.

- 64 Ensure that the agency focuses on case management of protective intervention cases and that not-for-profit agencies provide direct service delivery to families. All protective intervention programs should be evaluated on a regular basis to ensure that all such programs have an established evidence base.

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| Accepted | Phase 1 | Not yet commenced |
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- 65 Establish a Child Protection Service (CPS) unit at the Lyell McEwin Hospital.

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| Accepted | Phase 1 | Implementing |
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PROGRESS

Work has commenced to establish the CPS at the Lyell McEwin Health Service to provide services to the Northern Adelaide Local Health Network's catchment area. Initial recruitment of 2.8 full-time equivalent positions has occurred. Further work on commissioning the service and recruitment of more positions will take place during the 2017-18 financial year.

- 66 Amend the *Children's Protection Act 1993* to provide an independent model of expert assessment in similar terms to the Children's Court Clinic in New South Wales.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 67** Amend the *Children's Protection Act 1993* with respect to the procedures relating to family care meetings (FCMs) as follows
- a. amend section 27(1) to provide that the agency should consider causing an FCM to be convened whenever it is of the opinion that a child is at-risk but the risk appears capable of being addressed at an FCM
 - b. repeal section 27(2)
 - c. amends 36(6) to provide that an FCM decision would not be valid without the agreement of the relevant members of the family and the agency
 - d. require the agency to give effect to FCM decisions, unless they are impracticable or inconsistent with the principles of the legislation, in which case the FCM should be reconvened or proceedings commenced in Court
 - e. require FCM decisions to be reviewed after 3 months, but provide that any party to the decision may request an earlier and/or subsequent review, if required.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Chapter 4 of the Bill. | | |

- 68** Review procedures and funding arrangements for the Youth Court Conferencing Unit:
- a. to enable the unit to recruit and train a panel of child advocates for family care meetings (FCMs) – advocates should
 - b. to consider whether in an appropriate case a child's foster parent should be invited to an FCM.

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| Accepted | Phase 1 | Not yet commenced |
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- 69** Amend the *Children's Protection Act 1993*:
- a. to require the child's lawyer to:
 - i. act in accordance with the child's instructions to the extent the child is able and willing to give such instructions
 - ii. supplement those instructions with his or her own view of the child's best interests to the extent the child is not able and willing to give instructions (provided the lawyer's views do not contradict any instructions the child is able and willing to give)
 - iii. indicate the nature of the role to the child, in accordance with the child's developmental capacity
 - iv. indicate to the court on which basis submissions are made
 - b. permit the court to appoint a child's representative or, in emergencies, to dispense with the need for a representative. In the latter situation, the court should only make interim orders and then adjourn the proceedings to enable a duly instructed lawyer to represent the child.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Chapter 6 Part 3 of the Bill. | | |





70 Amend the *Children's Protection Act 1993* as follows:

- a. repeal section 38(1)(a) which concerns the making of orders for supervision and undertakings and section 38(2)(a)
- b. include as an object in the Act the importance of timely decision making to promote stability and maintenance for a child
- c. at the time of the commencement of care and protection proceedings the agency should assess whether there is a realistic possibility of reunification:
 - i. within 6 months for a child under 2 years
 - ii. within 12 months for a child over 2 years
- d. if there is a realistic possibility of reunification within the timeframe specified in recommendation 70(c), the agency should seek an order placing the child under the guardianship of the minister for a period of either 6 or 12 months (depending on the age of the child), and file a permanency plan setting out the proposals for reunification
- e. if at the commencement of care and protection proceedings, or at any time thereafter, there does not appear to be any realistic possibility of reunification within the timeframe specified in recommendation 70(c), the agency should immediately apply for an order placing the child under the guardianship of the minister until the age of 18 years and file a permanency plan setting out the proposals for the long-term placement of the child
- f. if at any time special circumstances arise (particularly with respect to an older child) which make it necessary to extend the timeframes set out in recommendation 70(c) hereof the Court shall have the discretion to extend the timeframe for a period no longer than 6 months. In any such case the onus will be on the parties to demonstrate the need for such extension having regard to the child's best interests and the potential risk to the child's need for stability and permanence
- g. amend section 39(a) to delete the requirement to commence a hearing within 10 weeks, but provide that all proceedings be heard and determined expeditiously and that once the hearing commences, without special reasons, it should continue until the conclusion of evidence with the judgement delivered as soon as practicable thereafter.

| Accepted | Phase 1 | Implementing |
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| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. Part B of this recommendation is implemented at clause 10 of the Bill and Part G is implemented at clause 51 of the Bill. | | |





- 71** Encourage lawyers employed by the Legal Services Commission and the Crown Solicitor’s Office to undertake child protection training and require lawyers engaged through the Legal Services Commission to represent children in state child protection proceedings to hold a valid child-related employment screening clearance.

| Accepted | Phase 1 | Implementing |
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| PROGRESS | | |
| Legal Services Commission (LSC) | | |
| <p>The LSC is in the process of obtaining Department for Communities and Social Inclusion (DCSI) screening clearance for all legal practitioners employed at the LSC. As of 1 July 2017, any legal practitioner engaged through the LSC to represent a child will be required to hold a DCSI screening clearance.</p> <p>Legal practitioners employed in the Family Law Division of the LSC, and private practitioners who act as independent children’s lawyers, undertook a training session in December 2016 (Journey of the Child through the Child Protection System), conducted by the Department for Child Protection. Further sessions will be provided regularly.</p> | | |
| Crown Solicitor’s Office (CSO) | | |
| <p>The CSO has established a formal training program for solicitors undertaking child protection work. The program involves 3 sessions of child protection training per year. The first session was delivered in February 2017. Christine Gibson from the Australian Centre for Child Protection discussed the effects of parental drug use on children at this session.</p> <p>LSC staff were invited and several attended this session. Planning is underway for the next session, which will be a presentation from the Aboriginal Legal Rights Movement on cultural issues relevant to child protection decisions. In addition, CSO staff have also undertaken training on attachment in children.</p> | | |

- 72** Ensure that contact arrangements meet the changing needs of children with respect to such matters as venue, transport arrangements and supervision, and that contact never occurs when the parent is or is suspected of being affected by drugs and/or alcohol.

| Accepted | Phase 1 | Planning |
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| PROGRESS | | |
| <p>Planning is underway to review existing policies and procedures for contact arrangements. Outcomes from this review will determine the amendments required to documentation and C3MS. Further modifications to policies and procedures will be considered following passage of the Children and Young People (Safety) Bill 2017, which is currently before Parliament.</p> | | |

- 73** Amend the *Children’s Protection Act 1993* to exclude contact arrangements from orders of the court and require all contact arrangements be referred to the agency for determination in accordance with the best interests of the child. The permanency plan filed at court should include a provision as to the resolution of contact disputes, including mediation procedures wherever possible.

| Accepted | Phase 1 | Implementing |
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| PROGRESS | | |
| <p>The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Part 4 Chapter 7 of the Bill.</p> | | |





74 Establish an independent standing expert Case Review Panel to review the issue of contact when mediation is unsuccessful and it is necessary to resolve any dispute as to contact arrangements.

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| Accepted | Phase 1 | Planning |
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PROGRESS
The delivery of this recommendation is dependent on the passage of the Children and Young People (Safety) Bill 2017, which is currently being debated in Parliament.

75 Review and republish Rapid Response with updated guidance as to the extent of priority access for children in care.

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| Accepted | Phase 1 | Implementing |
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PROGRESS
A cross-government Coordinating Group for Care and Protection has established a working group to oversee the review of Rapid Response. This group met in March 2017 and is identifying the support services that will be considered as part of the review.

76 Reinstatement of the inter-departmental committee overseeing Rapid Response to review its operation, at least biannually.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) | |
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77 Ensure that every child or young person in care has an allocated caseworker who has face-to-face contact with them once a month at a minimum.

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| Accepted in principle | Phase 2 | Not yet commenced |
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78 Assess all children who are currently receiving a differential response for eligibility for Other Person Guardianship.

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| Accepted in principle | Phase 2 | Planning |
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PROGRESS
A senior assessment officer to scope the children and young people within the Department for Child Protection who may be eligible for other person guardianship is currently being recruited.

79 Assess whether allocation of a primary and secondary worker to deliver guardianship case management would improve the continuity of relationships with children.

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| Accepted | Phase 2 | Not yet commenced |
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80 Review the policy guidance and all other documents used for annual reviews to ensure compliance with section 52 of the *Children's Protection Act 1993*, including requiring greater sharing of the information discussed at annual reviews.

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| Accepted | Phase 2 | Planning |
| PROGRESS | | |
| The Department for Child Protection Policy Review Group is continuing to review all departmental policy and procedures, including those used for annual reviews. The Children and Young People (Safety) Bill 2017, which is currently before Parliament, may also introduce additional requirements for policy guidance which will need to be addressed. | | |

81 Require that all annual reviews be chaired by a suitably qualified person who is independent of the case.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Work is underway to identify further changes which may be required to internal policies and procedures identified in <i>A Fresh Start</i> in order to fully implement this recommendation. | | |

82 Give concurrent planning greater emphasis in case planning, especially for children during their active attachment period.

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| Accepted | Phase 1 | Not yet commenced |
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83 Review all placement breakdowns to determine and correct identified system deficits.

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| Accepted in principle | Phase 2 | Not yet commenced |
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84 Provide therapeutic support to placements that are identified as being at-risk or under stress.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Four additional therapeutic positions will commence in July 2017 to support placements identified as being at-risk or under stress. | | |

85 Fund initial health assessment clinics at the Women's and Children's Hospital, Flinders Medical Centre (FMC) and Lyell McEwin Hospital to operate in accordance with the service model employed at FMC. This includes funding clinics at a level that enables a psychosocial component to be offered at every initial health assessment.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| The Women's and Children's Health Network has commenced the collaborative development of a model of care for Out of Home Clinics in South Australia, which includes a definition of the role of the psychosocial coordinator. This working group has members from across Local Health Networks and the Department for Child Protection. Finalisation of the model of care and an implementation plan is scheduled for July 2017. | | |





86 Invest in the ongoing development of a therapeutic needs assessment panel led by Child and Adolescent Mental Health Services for children in care whose therapeutic needs are identified in their initial health assessment.

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| Accepted | Phase 1 | Not yet commenced |
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87 Develop an inter-agency panel modelled on the Exceptional Needs Unit's management assessment panel to support case management of those children in care with complex needs who are not appropriately managed by existing services.

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| Accepted in principle | Phase 2 | Not yet commenced |
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88 Develop a mobile outreach service modelled on Yarrow Place's mobile youth team for children and young people who frequently abscond from placement, and who are at-risk because of factors other than sexual exploitation.

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| Accepted in principle | Phase 2 | Not yet commenced |
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89 Improve the profile of Strategies for Managing Abuse Related Trauma (SMART) training for educational staff, requiring that to be part of professional development where appropriate.

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| Accepted | Phase 1 | Implementing |
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PROGRESS
The Department for Education and Child Development (DECD) has increased promotion of SMART training through existing communication channels and school counsellors. There has been an increase in the number of people who have expressed interest in becoming SMART trainers to enable them to provide trauma-informed training to their school and partnerships. Additional training sessions are being scoped to support existing SMART trainers and to increase their ability to train more (DECD) staff. Planning is underway for a trauma-informed practice conference in term 3 of 2017 for DECD staff.

90 Review and promote the Department for Education and Child Development's (DECD) policies regarding school suspension, exclusion and expulsion to ensure that they are used as strategies of last resort for children in care.

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| Accepted | Phase 1 | Planning |
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PROGRESS
The suspension and exclusions procedures for students in care are a core part of the Department for Education and Child Development's behaviour policy. This policy is under review and will be finalised in term 4 of 2017. In-depth data analysis is underway to identify the issues to be addressed in revised policies and procedures.

91 Regularly conduct an audit of children in care who are on reduced hours of attendance at school and ensure they have plans to re-engage them in mainstream education.

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| Accepted | Phase 1 | Planning |
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PROGRESS
The Department for Education and Child Development is developing a new attendance audit process. This will provide a method to review attendance for individual students and provide high-level progress reports to senior departmental staff. This process will then be linked to the department's new student education planning process, One Child One Plan.





92 Require the Department for Education and Child Development to fund any in-school support needed by children in care.

Accepted Completed (reported in *A Fresh Start*)

93 Recruit and train a panel of school services officers to support children with trauma-related behavioural challenges.

Accepted Phase 1 Implementing

PROGRESS

SMART training targeting ancillary staff was provided in May 2017. This training is also promoted to broader staff through communication channels and email distribution lists. Additional strategies to support school services officers (SSO) and other ancillary staff are currently being explored.

94 Amend the practice guidelines regarding written directives to comply with the provisions of the *Children's Protection Act 1993* and provide training to child protection workers to ensure that they understand them.

Accepted Phase 2 Planning

PROGRESS

The delivery of this recommendation is dependent on the passage of the Children and Young People (Safety) Bill 2017, which is currently before Parliament.

Following passage of the Bill through Parliament, practice guidelines will be amended and associated training will be delivered.

95 Amend section 51 of the *Children's Protection Act 1993* to include a requirement that in all decisions affecting the child that are made in accordance with an order for guardianship, the child must be included in the decision making to the extent that they are capable and willing, and that the views of the child are given due weight in accordance with the age and maturity of the child.

Accepted Phase 1 Implementing

PROGRESS

The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Clause 57.

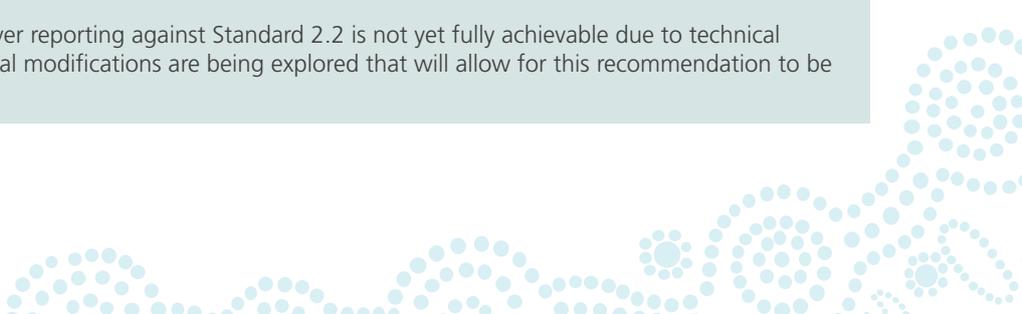
96 Require the agency to report quarterly to the minister and to the Guardian for Children and Young People, and make public a report as to the following matters:

- a. compliance with the Standards of Alternative Care in South Australia 2.1, 2.2 and 2.6
- b. the proportion of children entering care whose health needs are assessed in accordance with the requirements of the relevant health standards
- c. the number and proportion of children and young people who have been reviewed in accordance with section 52 of the *Children's Protection Act 1993* at the time the review falls due.

Accepted in principle Phase 1 Implementing

PROGRESS

Reporting has begun, however reporting against Standard 2.2 is not yet fully achievable due to technical limitations of C3MS. Technical modifications are being explored that will allow for this recommendation to be fully implemented.





97 Amend the *Family and Community Services Act 1972* to include relative carers within the regulatory provisions of Part 4, Subdivision 3 and section 80. The definition of relative carers should include the categories of relatives who are currently excluded from the definition of foster parent in section 4 (step-parent, brother, sister, uncle, aunt, grandfather or grandmother), who care for children in the custody of, or under the guardianship of, the minister.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. Clause 65 of the Bill gives effect to this recommendation, with further refinement to be achieved by Regulation. | | |

98 Amend the *Family and Community Services Act 1972* to provide approved carers with a right to information for the purposes of caring for children in the same terms as in sections 143–145 of the *Children and Young Persons (Care and Protection) Act 1998 (NSW)*.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Division 4, Part 1 Chapter 7 of the Bill. | | |

99 Amend the *Family and Community Services Act 1972* to provide for approved carers to be involved in decision making concerning a child in their care, in the same terms as in section 146 of the *Children and Young Persons (Care and Protection) Act 1998 (NSW)*.

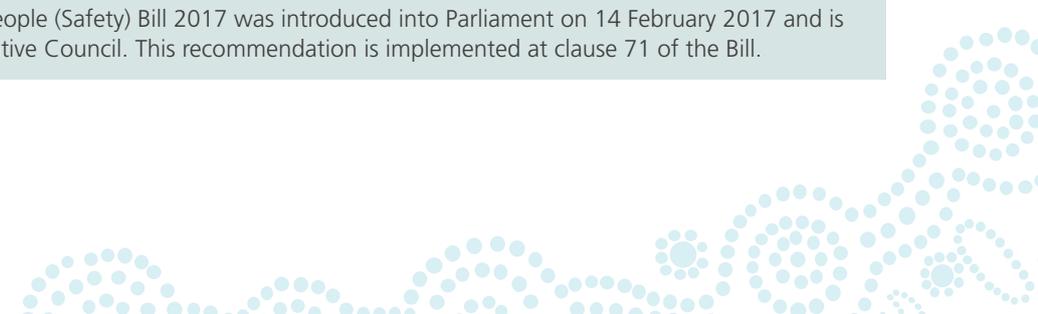
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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 77 of the Bill. | | |

100 Amend the *Family and Community Services Act 1972* to provide a specific right to approved carers to contribute to a child’s annual review pursuant to section 52 of the *Children’s Protection Act 1993*.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 80 of the Bill. | | |

101 Amend section 80 of the *Family and Community Services Act 1972* to repeal the current requirement that foster parents care for a child for 3 years or more before delegations of powers can be made, and instead prescribe a minimum period of 12 months.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 71 of the Bill. | | |





107 Include in the service agreement with all registered agencies the requirement that Families SA Carer Assessment and Registration Unit be notified of any person who begins an assessment process for carer registration (by Step by Step or another appropriate process) who is screened out, or, for whatever reason, subsequently withdraws from the assessment.

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| Accepted | Phase 2 | Planning |
| PROGRESS | | |
| A workshop will be held with non-government organisations in 2017 to review carer application 'screen out' and withdrawal procedures. Currently the Carer Registration Unit is formally advised of all application 'screen-outs' and withdrawals. Following the completion and endorsement of the review process, agency service agreements will be updated. | | |

108 Develop an approved panel of practitioners authorised to provide priority assessments of specific child only carers on behalf of registered agencies.

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| Accepted in principle | Completed (reported in <i>A Fresh Start</i>) |
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109 Create a project team to address the backlog in assessments of kinship carers and comprehensively review carers whose assessment is limited to an iREG assessment where the child has been living in the placement for more than three months.

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| Accepted | Phase 2 | Implementing |
| PROGRESS | | |
| Processes are underway to increase the resources available to address the backlog in kinship care assessments. | | |

110 Cease reliance on medical self-assessment forms and response priority assessments for kinship carers.

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| Accepted in principle | Phase 2 | Not yet commenced |
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111 Enter an administrative arrangement with the Department for Communities and Social Inclusion to provide priority screening clearances for carers where a child has been placed pursuant to an iREG process.

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| Accepted | Phase 1 | Not yet commenced |
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112 Review initial orientation training for carers seeking approval to include training on recognising and managing trauma related behaviours, together with information as to availability of, and access to, therapeutic assistance if required.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection will undertake a review of trauma-related behaviours in partnership with the non-government sector. All current grant-funded Out of Home Care general foster care and specialist foster care services provide therapeutic or specialist carer training. The department provides funding to service providers to recruit, assess, train and provide support to carers. | | |





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| 113 | Include agency staff, children in care and existing foster parents and kinship carers in the delivery of preliminary information and training for new and prospective approved carers. | Accepted | Phase 2 | Not yet commenced |
| 114 | Develop a practice guide identifying the circumstances in which delegations pursuant to the amended section 80 of the <i>Family and Community Services Act 1972</i> should be made. | Accepted | Phase 2 | Planning |
| <p>PROGRESS</p> <p>Work is underway to identify carer decision making delegations under Section 80 of the <i>Family and Community Services Act 1972</i> and how this is reflected in the new Children and Young People (Safety) Bill 2017. Consideration is being given to the development of supporting practice guides and templates.</p> | | | | |
| 115 | Develop a written document which sets out the role and duties of the supporter of carers (SOC), including their role if care concerns arise, and to whom various duties are owed. This document should be freely available to home-based carers. | Accepted | Phase 1 | Not yet commenced |
| 116 | Fund Connecting Foster Carers, or an appropriate alternative agency, to deliver an advocacy service with paid staff to support carers to access and exercise their rights. | Accepted | Phase 1 | Implementing |
| <p>PROGRESS</p> <p>A model for carer advocacy, along with delivery options for a carer advocacy organisation are currently being developed. Carers are being consulted through a survey.</p> | | | | |
| 117 | Fund the advocacy service to develop education material which clearly describes foster parents rights to contribute to decision making, and their rights of review regarding decisions which affect them. | Accepted | Phase 2 | Not yet commenced |
| 118 | Create an expert panel within the agency to consider the removal of children from long-term home-based placements. | Accepted in principle | Phase 2 | Not yet commenced |
| 119 | Review reimbursement rates to bring general foster rates with loadings for children with complex needs closer to rates payable to therapeutic carers. | Accepted | Phase 2 | Not yet commenced |
| 120 | Develop a specific package of training for general foster parents which can lead to payment of additional skills based loadings. | Accepted in principle | Phase 2 | Not yet commenced |





121 Support carers who are registered to general agencies to transfer to therapeutic agencies where the needs of children in their care require it.

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| Accepted in principle | Completed (reported in <i>A Fresh Start</i>) |
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122 Conduct a review of contractual conditions and payments to registered agencies to promote greater consistency of payments to agencies which support foster parents.

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| Accepted | Phase 2 | Implementing |
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PROGRESS

The Department for Child Protection is working with non-government providers of residential, foster and respite care services to design a unit price funding model. This funding approach will replace traditional block funding arrangements and create greater equity in government funding of foster, respite and residential care agencies.

123 Update the Alternative Care Support Payments: Manual of Practice and make it available to all approved foster parents and kinship or relative carers.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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124 Monitor developments in professional models of foster care in other states with a view to adopting or adapting a proven model.

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| Accepted | Phase 1 | Planning |
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PROGRESS

Monitoring of professional foster care is occurring and the Department for Child Protection is participating in national discussions on potential professional models.

125 Engage and support the Child and Family Welfare Association to develop more coordinated provision of training to carers.

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| Accepted in principle | Phase 1 | Not yet commenced |
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126 Engage and support Child and Family Welfare Association to improve the coordination of respite provision to carers.

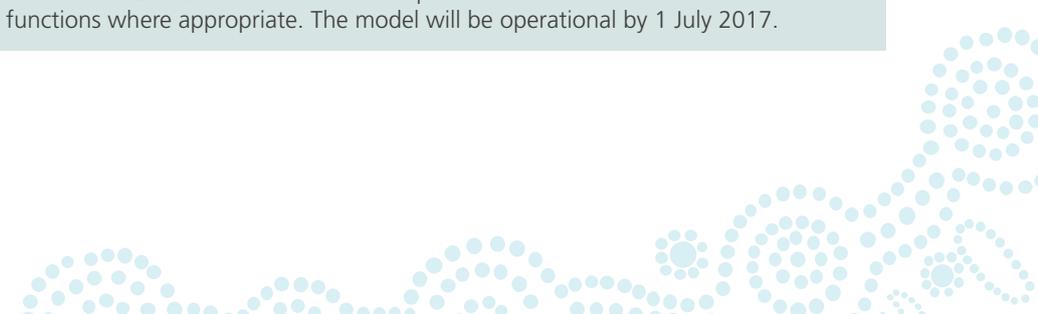
| | | |
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| Accepted | Phase 1 | Not yet commenced |
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127 Develop a centralised system for receiving and resolving complaints from carers, including informal mediation or escalation to executive staff where appropriate. Timely written responses should be made to complaints.

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| Accepted | Phase 1 | Planning |
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PROGRESS

Development of a centralised model and staff recruitment is in progress in consultation with carers and complaints bodies. The Department for Education and Child Development has also been consulted on its complaints model to adapt functions where appropriate. The model will be operational by 1 July 2017.





128 Phase out the use of commercial carers in any rotational care arrangements except in genuine short-term emergencies.

| Accepted | Phase 3 | Planning |
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| <p>PROGRESS</p> <p>A number of initiatives have commenced or are being planned to dramatically decrease the use of commercial carers. The Out of Home Care Strategy being developed by the Child Protection Reform Implementation Team along with significant increases in the number of foster and specialist foster care placements and projects to specifically identify family based funded placement options for children in commercial care are beginning to address this recommendation and recommendation 132.</p> <p>Once the strategy is finalised and implementation commences later in 2017, further decreases in the number of commercial care placements are expected.</p> | | |

129 Review service agreements with commercial agencies who supply emergency care staff to:

- require the commercial agency to develop job and person specification and selection criteria which must be approved by Families SA
- prohibit workers from undertaking shifts through more than one commercial care agency at a time when engaged by Families SA to look after children in care. This includes a prohibition on undertaking shifts for a commercial care agency at the same time as undertaking shifts for Families SA
- require commercial care workers to be registered and approved by Families SA before their employment begins
- require commercial agencies to report any information that reflects on the suitability of a care worker, to initiate tracking via the system outlined at recommendation 142.

| Accepted | Phase 2 | Not yet commenced |
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130 Provide Families SA staff who work with commercial carers with access to relevant portions of service agreements to clarify work expectations and specific conditions of engagement.

| Accepted | Phase 1 | Completed |
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| <p>PROGRESS</p> <p>Relationships Australia has submitted a business case that has been evaluated in accordance with the needs analysis undertaken in response to Recommendation 170. Contract negotiations are currently being finalised and RASA will receive an increase in funds to extend post-care services to meet the needs of young people transitioning to adult life.</p> | | |





131 Provide the residential care directorate with sole responsibility for engaging, supervising and supporting emergency care placements.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>The service delivery model for the Intensive Placement Support Team has been enhanced and is in the final stages of review. The enhanced model will better support and improve safety for children and young people in commercial carers as this placement type is phased out.</p> | | |

132 Forthwith abandon single-handed shifts by commercial carers engaged through commercial agencies.

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| Accepted | Phase 3 | Planning |
| <p>PROGRESS</p> <p>Work undertaken towards recommendation 128 and the phasing out of commercial care is also contributing to the delivery of this recommendation.</p> <p>The implementation of programs of work such as safeguarding initiatives in commercial care, expansion of the Intensive Placement Support Services (IPS) Team (recommendation 131) and the Care concern management reform project are ensuring children in commercial care are safer while single-handed shifts are decreased and eventually abandoned.</p> | | |

133 Reform the manner in which the use of force against children in residential care facilities is recorded and tracked by:

- a. amending regulation 14 of the Family and Community Services Regulations to require any worker who participates in or witnesses an incident involving or leading to the use of force against a child to verify the accuracy of the written report of the incident or, in the alternative, where the accuracy of the written report is not verified, provide an independent written account with respect to the incident
- b. amending the pro forma of the report to clarify the requirements of regulation 14(3)
- c. requiring supervisors to reject any report that does not comply with regulation 14(3) in the absence of any adequate explanation for non-compliance. If a non-compliant report is accepted, the supervisor should specify the reason for acceptance in the absence of compliance
- d. regularly audit reports to ensure compliance with the regulations.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>This recommendation requires regulations to be developed under the new Children and Young People (Safety) Bill 2017, which is currently before Parliament. Following passage of the Bill, a review of policy and procedures will be undertaken to ensure documentation is consistent with this recommendation.</p> | | |





- 134** Amend section 56 of the *Family and Community Services Act 1972* to extend the operation of the section to children in all facilities (including emergency care) established by the Minister, and develop a specific and identifiable pathway to enable a child to make a complaint to the Chief Executive pursuant to that section.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 104 of the Bill. | | |

- 135** Require the Chief Executive to provide a quarterly report to the Guardian for Children and Young People (GCYP) and the minister with respect to the number of complaints received, and any recurring themes which emerge from those reports.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 136** Request the Guardian for Children and Young People to develop an education program for children in facilities run by the agency or non-government organisations (emergency and residential) to explain and promote their rights pursuant to regulation 14(3) of the Family and Community Services Regulations 2009 and section 56 of the *Family and Community Services Act 1972*.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Guardian for Children and Young People has prepared a project brief and invited submissions from suitably qualified and experienced professionals to develop an education program. | | |

- 137** Legislate for the development of a community visitors' scheme for children in all residential and emergency care facilities.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Guardian for Children and Young People has developed a project plan to establish a trial community visitor scheme as of July 2017. | | |
| Role descriptions for a principal community visitor and administrative officer have been developed. For implementation of this recommendation requires passage of The Children and Young People (Safety) Bill 2017. | | |

- 138** Recruit child and youth support workers in accordance with the 2016 recruitment model, including a requirement that all applicants for those positions undergo individual psychological assessment.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| All external applicants for child and youth support worker roles are subject to a psychological assessment as per the 2016 recruitment model. The Department for Child Protection is currently expanding the model to all residential care staff following consultation with staff and the Public Service Association. | | |





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| 139 | Require all new child and youth support workers to complete a minimum six-month probationary period, to be followed by a rigorous performance review before approval for further employment. | |
| Accepted | Phase 2 | Not yet commenced |

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| 140 | Require all child and youth support workers to complete ongoing professional development and training, particularly in the following areas: | |
| | <ul style="list-style-type: none"> a. the dynamics of abuse in institutional environments b. understanding children who are at-risk from institutional environments c. the way in which children react and respond to abuse d. how to respond to children whose behaviour or statements may indicate the possibility of abuse e. the early years child development, and caring for infants and young children (for selected workers). | |
| Accepted | Phase 1 | Not yet commenced |

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| 141 | Review and clarify policies that guide the behaviour of workers, particularly in relation to: | |
| | <ul style="list-style-type: none"> a. physical contact with children (to provide clear and unambiguous guidance) b. recording observations in observation logs c. reporting lines for information about the wellbeing of children. | |

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| An electronic logging system that allows residential care staff to electronically record their observations in an easily searchable and secure format was implemented in April 2017. | | |
| A safeguarding practice guide and specific training (delivered by the Department for Education and Child Development registered training organisation) will be implemented in residential care in late-2017 and will provide unambiguous guidance about physical contact with children. | | |
| The operating procedure, Reporting Child Abuse and Neglect, contains up-to-date information about how to report concerns about children and young people's safety and wellbeing. | | |





- 142** Develop a clear process for workers in the Residential Care Directorate which:
- obliges workers to report any concerning behaviours from other workers, including those behaviours that do not necessarily meet the requirements for a mandatory report
 - obliges workers to report concerning behaviours from children in the absence of action by case management staff
 - clarifies the availability of reporting pathways external to workers' immediate line of supervision.

| Accepted | Phase 1 | Planning |
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| PROGRESS | | |
| A Residential Care operating procedure, Responding to Abuse and Neglect has been reviewed and provides clear guidance for workers on their reporting obligations and pathways. | | |
| The Residential Care Safeguarding Practice Guide further clarifies definitions, signs and symptoms of abuse, vulnerability factors specific to children in residential care and recognising sexual abuse. | | |
| A reporting misconduct page is currently available to all staff. Information about Professional Conduct Standards and Code of Ethics values is circulated regularly. | | |
| Additional reporting pathways are currently being investigated including providing staff with the opportunity to report concerns via a hotline. Future changes will be incorporated into a clear reporting process for workers. | | |

- 143** Create a specific unit and database to receive and track information about the conduct of staff from:
- care concerns
 - critical incident reports
 - information from other staff
 - complaints made by children.

This process should apply to staff employed by the directorate and those engaged through commercial agencies. Staff should be permitted to provide information directly to that unit.

| Accepted | Phase 1 | Planning |
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| PROGRESS | | |
| Options for the receipt and tracking of information will be considered to determine the most appropriate system required to improve current care concern reporting processes. | | |

- 144** Review the conduct of the specific staff identified in Volume 2, Case Study 5: Shannon McCoolle and consider their ongoing suitability for employment in their role.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 145** Develop a streamlined model of residential care with the following elements:
- short-term assessment
 - long-term care for children who are not suitable for home-based care
 - care for children with high therapeutic needs
 - built-in measures of outcomes that can be used to evaluate performance of the model on a regular basis.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| A cross-sector working group, including non-government organisations, has been established to look at options for a streamlined model of residential care. The development of a therapeutic model of care which is underway as part of recommendation 146, will also form part of the residential care framework. | | |

- 146** Identify and adopt a model of therapeutic care which is sufficiently flexible to be applied across all categories of residential care, and which promotes a consistency of approach and standard of care for all children.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| This recommendation is being considered as part of the cross-sector therapeutic framework identified in recommendation 145. Work has begun to ensure a shared understanding of definitions between providers of residential care across government and non-government services. | | |
| The therapeutic framework will be informed by evidence-based best practice models to improve outcomes for the most vulnerable children and young people in residential care. | | |

- 147** Replace operational services (OPS) 5 supervisors in residential care with allied health professional (AHP) or professional officer (PO) degree qualified staff, and recast the job and person specification to focus on the provision of staff with high level expert knowledge.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 148** Ensure that all youth workers in residential care have regular supervision as a means to promote their professional development and, where necessary, manage deficits in their performance.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Training regarding residential care staff supervision is being delivered to supervisors and senior staff. The training is delivered as part of a Diploma in Leadership and Management. | | |





- 149** Apply the following standards across residential care:
- a. no child under 10 years to be housed in a residential care facility except where necessary to keep a sibling group together
 - b. no child to be housed in a facility with more than four children, except where necessary to keep a sibling group together.

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| Accepted in principle | Phase 3 | Not yet commenced |
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- 150** Recruit a sufficient complement of staff to:
- a. cease using commercial carers in residential care facilities
 - b. develop a casual list to provide staff who are available on a flexible basis
 - c. abandon single-handed shifts.

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| Accepted in principle | Phase 1 | Planning |
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PROGRESS

The Department for Child Protection is working with non-government providers to address challenges with the sector's ability to recruit and retain a high-quality workforce with the skills required to work with vulnerable children and young people. The most recent selection process was completed in April 2017 and these staff commenced induction in May 2017.

While this recommendation is being delivered, several safety measures have been implemented to improve conditions for children in commercial care. These include:

- an easily searchable electronic observation logging system to increase safety and oversight in placements
- safeguarding practice guidance and the Reporting Child Abuse and Neglect operating procedure alongside a comprehensive training package.

- 151** Abandon any plan to outsource any residential or emergency care service that is currently delivered by the agency.

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| Accepted in principle | Phase 3 | Not yet commenced |
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- 152** Develop a secure therapeutic care model, supported by legislation, to permit children to be detained in a secure therapeutic care facility but with an order of the Supreme Court required before a child is so detained. The model should include regular evaluation of outcomes for children.

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| Accepted in principle | Phase 3 | Not yet commenced |
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153 Amend the *Children's Protection Act 1993* to enable carers to apply to be appointed an 'other person guardian' where children who are subject to long-term orders have been in their care for a minimum period of 2 years, or such lesser period as the court in its absolute discretion determines is appropriate in the circumstances.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Chapter 7 Part 3 of the Bill. | | |

154 Amend the *Children's Protection Act 1993* to provide that biological parents who oppose an application for the appointment of an 'other person guardian' bear the onus of proving to the court on the balance of probabilities why the order should not be made.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 54 of the Bill. | | |

155 Establish an independent assessment panel to consider applications for other person guardianship, in accordance with the following procedures:

- a. the application to be made by a foster parent in person or by a caseworker or foster care support worker on behalf of the carer
- b. an initial review be carried out by the assessment panel to determine the utility of referring the application for a full assessment
- c. the application to be referred to the caseworker or such other appropriate person as is available to carry out the assessment and prepare the case plan in a timely manner
- d. when the assessment has been completed and case plan prepared, the application to be referred back to the assessment panel for final determination
- e. all decisions of the assessment panel are to be final.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Other Person Guardianship Panel will be convened as and when appropriate for cases that are assessed to require panel determination. | | |





156 Promote the use of section 80 of the *Family and Community Services Act 1972* for the delegation of decision making to support potential applications for other person guardianship.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Implementation of this recommendation is closely aligned with work undertaken to deliver recommendation 114. | | |
| Work is underway to identify carer decision making delegation under Section 80 of the <i>Family and Community Services Act 1972</i> to inform the development of supporting practice guides. | | |

157 Consider the question of adoption where that is in the best interests of the child and when an 'other person guardianship' order would not be appropriate.

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| Accepted | Phase 3 | Not yet commenced |
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158 Amend the *Children's Protection Act 1993* to require the minister to provide or arrange assistance to care leavers aged between 18 and 25 years. Assistance should specifically include:

- the provision of information about services and resources
- financial and other support to obtain housing, education, training and employment
- access to legal advice and health care.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 106 of the Bill. | | |

159 Expand financial counselling services to manage access to post-care financial support from the agency provided in accordance with recommendation 158.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| Consultation has commenced to inform the development of a new financial counselling model for child protection. Additional financial counselling and support workers are being recruited and will commence work in July 2017 to expand services available to young people transitioning to independence. | | |





160 Amend the *Children's Protection Act 1993* to permit care leavers to access, free of charge, original and copy documents that relate to them from the agency, approved carers, and any non- government agencies contracted to provide care to them.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at clause 147 of the Bill. | | |

161 Continue to make modified payments to foster and kinship carers where the care leaver is engaged in tertiary education, apprenticeship, or any post-high school training, and where their best interests would be served by remaining in foster or kinship care until the qualification is completed.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Work has commenced to develop procedures to enable payments to be made to family-based carers. | | |

162 Review the Rapid Response policy to identify opportunities to expand priority services to care leavers up to the age of 25.

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| Accepted | Phase 2 | Not yet commenced |
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163 Prepare a new service model and work instruction for leaving care that incorporates the relevant elements of the National Approach, including specific reference to supporting care leavers who want to access further education and training.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Planning and consultation for the development of the service model has now commenced. Co-design workshops with young people, carers, service providers, community members and DCP staff are planned across June and July 2017. | | |

164 Redeploy transition-from-care caseworkers to provide an add-on service for young people planning their move to independence.

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| Accepted in principle | Phase 2 | Not yet commenced |
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165 Reach an administrative arrangement with the CREATE Foundation to provide it with the names and contact details of children entering care and/or their carers (as appropriate).

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Discussions are being held with CREATE to determine the appropriate administrative arrangements required to support CREATE's work with children and young people while still protecting the confidentiality and privacy of personal information. | | |





166 Fund the development of a smartphone application that provides young people with up-to-date information about services and entitlements when leaving care.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>On 27 February 2017, the Department for Child Protection approved funding for CREATE’s proposal to deliver and roll out Sortli (sort your life out) – a smart phone application for South Australian young people preparing to transition to independence.</p> <p>The Department will work with CREATE to adapt Sortli to South Australia and populate it with services suitable for children leaving care in this State.</p> | | |

167 Review contractual conditions governing service specifications for non-government independent living programs to develop greater flexibility in the age of admission and the age of discharge from programs.

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| Accepted | Phase 1 | Not yet commenced |
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168 Fund Housing SA to develop innovative housing models, particularly those that use supported share housing where appropriate for care leavers.

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| Accepted in principle | Phase 1 | Planning |
| <p>PROGRESS</p> <p>The Department of Treasury and Finance is leading a working group to develop an innovative housing model business case. There have been some delays due to the limited availability of data.</p> <p>Following the government’s 90-day change project on this topic, the business case for a 5-year pilot of a comprehensive support, housing and employment service intervention program in Southern Adelaide for young people aged 15-25 years was refined. The government is currently considering this proposal to explore opportunities to pilot an innovative, trauma-informed response for this crucial client group.</p> | | |

169 Fund a pilot program of intensive case management assistance for vulnerable care leavers, to be delivered by an agency with established relationships with vulnerable children in care.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>This recommendation is closely aligned to the implementation of recommendation 170.</p> <p>A needs analysis is being undertaken to identify the target group for the pilot as part of recommendation 170. Once the target group has been identified, a proposal for the pilot will be developed and a procurement process will begin.</p> | | |



170 Conduct a review of the needs of the population currently accessing Relationships Australia's services to identify the specific needs of service users.

Accepted Phase 1 Completed

PROGRESS

This review has been completed and affirmed the need for increased post-care services to be offered in accordance with Recommendation 171. The review also highlighted the gaps in services for Aboriginal care leavers and care leavers in regional areas. Work to address service gaps is occurring as part of wider reform and delivery of recommendation 171.

171 Make a significant injection of funds into post-care services currently provided by Relationships Australia, to enable these to be delivered more flexibly and more assertively.

Accepted Phase 1 Implementing

PROGRESS

Relationships Australia has submitted a business case that has been evaluated in accordance with the needs analysis undertaken in response to Recommendation 170. Contract negotiations are currently being finalised and RASA will receive an increase in funds to extend post-care services to meet the needs of young people transitioning to adult life.

172 Provide specialist training and documented guidance to staff within the agency, as well as home-based carers and carers engaged through commercial agencies, as to their roles and responsibilities with respect to identifying and reporting conduct that may amount to a care concern, and the processes that follow such a report.

Accepted Phase 1 Planning

PROGRESS

An interagency working group has been established to develop clear policy, procedures and training on the reporting and management of care concerns by the Department for Child Protection. A draft policy has been developed and is currently being finalised by this group prior to broader consultation.

173 Consider developing technology to provide children in care with a user-friendly mechanism to engage with caseworkers in the care team and other responsible adults about their experiences and concerns.

Accepted Phase 2 Planning

PROGRESS

Viewpoint is a user-friendly tool, being utilised by children and young people in care to share their feelings and opinions about their experiences, both positive and negative. The tool is subject to continual review and improvement. Specific work has commenced to consider how best to utilise the tool to identify specific issues children see as impacting on their safety and garnering information that may result in care concerns being raised.

174 Review and implement the Structured Decision Making® care concern screening criteria tool for use by call centre practitioners.

Not accepted



175 Establish a panel in the agency to determine the appropriate response pathway with respect to a care concern that is not diverted by the call centre to the field, but noting that all allegations that raise a suspicion of sexual abuse (except those which are historical in nature or have otherwise been addressed) must be investigated by the investigations unit.

| | | |
|---|---------|----------|
| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Care Concerns Assessment and Management Panel (CCAMP) was implemented in March 2016 and continues to assess care concern determinations and identify any concerning issues. | | |
| The terms of reference will be revised once the structure of the Care Concern Response Unit and Investigations Unit have been formalised. | | |

176 Establish in the agency an investigations unit independent of the operations of the agency to investigate matters referred to it by the panel, and staff that unit with a multidisciplinary team of investigators with expertise in child protection and law enforcement, and provide training and guidelines as to the scope of their roles.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| All serious care concerns have been investigated by experienced investigators within DECD's Incident Management Directorate since June 2016. In November 2016, investigators from that unit were transferred to the Department for Child Protection. This unit remains independent from the Care Concern Management Unit and final transition from DECD is in progress. | | |

177 Ensure that all care concern notifications are investigated in a timely manner:

- investigations should commence within 48 hours of the receipt of a notification
- in the absence of ongoing criminal proceedings or special reasons, investigations should be completed within six weeks from receipt of the notification.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Care concern management policy and procedures are currently being developed. Guidance on timelines for the commencement and completion of investigations will be included. | | |

178 Require a strategy meeting to be held at the start of all investigations undertaken by the investigations unit.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Care concern management policies and procedures are being developed. Guidance to ensure strategy discussions are held in line with the principles of the Interagency Code of Practice will be included. | | |





179 Define the standards against which deficiencies in the care provided to a child in care should be assessed.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Care concern management policies and procedures are currently being developed. The standards of care that need to be met for children in Out of Home Care will be included. | | |

180 Clarify the powers available to investigators, including putting in place appropriate delegations and authorities pursuant to sections 45 and 47 of the *Family and Community Services Act 1972* and section 19 of the *Children’s Protection Act 1993*.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Chapter 11 Part 2 and clause 140 of the Bill. | | |

181 Ensure that staff are available in the investigations unit who are trained in forensic interviewing of children when this service is required.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| Current staff, both within the Care Concern Management Unit and Investigations Unit are being trained through the Deakin University Investigative Interviewing course. | | |

182 Amend section 104 of the *Summary Procedure Act 1921* to permit the filing in committal proceedings of a transcript of a recorded interview with a child under the age of 14 years that has been verified by a person in attendance at the interview, other than an investigating officer as defined in the Act.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Summary Procedure (Indictable Offences) Amendment Bill 2017 was passed by Parliament on 30 May 2017. This recommendation is implemented at clause 111 of the Bill. | | |

183 Require investigators to record an outcome as ‘undetermined’ in any case in which there is insufficient evidence to make a definitive finding.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| Investigators will be required to record an outcome as ‘undetermined’ in such cases in C3MS as of July 2017. | | |





- 184** Establish a response unit within the directorate responsible for quality and practice to:
- provide advice to front-line staff about care concerns
 - provide a report to the Chief Executive of the agency outlining responses and intended actions to issues identified in an investigation report. This should be provided within four weeks of the response unit receiving the investigation report
 - undertake a monitoring role in respect of all care concern notifications
 - analyse trends in care concern data to proactively address systems issues and inform the management of staff and carers
 - make recommendations to the Chief Executive of the agency as to proposed improvements in response to identified systems issues.

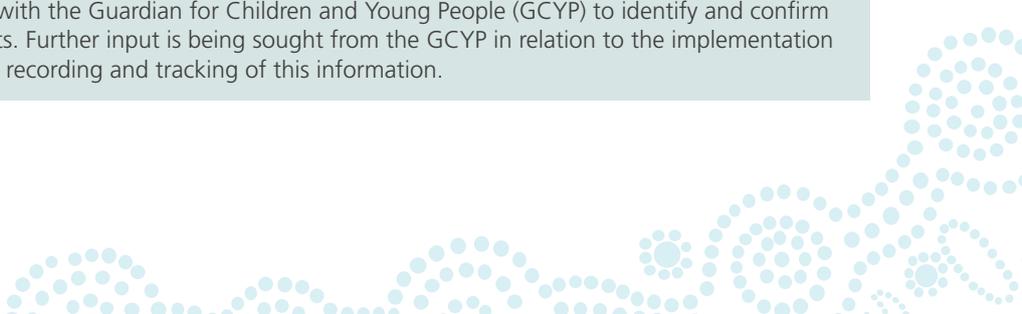
| | | |
|--|---------|----------|
| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| This recommendation has commenced within the current Care Concern Management Unit and will be enhanced as part of the reform of the care concern management process. | | |
| A working group of stakeholders has commenced consultation to identify appropriate processes, policies and procedures requiring review and update. | | |

- 185** Establish a liaison function between the response unit and SAPOL, particularly with respect to identification of aspects of a care concern investigation that may be commenced by the agency while criminal proceedings are pending.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Discussions and planning have commenced between South Australia Police (SAPOL) and the Department for Child Protection (DCP) to develop best practice liaison functions and negotiate protocols. | | |
| It has been proposed that the planned State Crime Assessment Centre could act as the liaison point between DCP and SAPOL for all serious care concerns and care concerns with a criminal element. | | |
| Once a liaison function and protocol has been established, Interagency Code of Practice documentation will be updated to ensure compliance by each agency. | | |

- 186** Require the agency to provide quarterly data to the minister and the Guardian for Children and Young People about care concerns, including:
- the number of care concern notifications received and their response pathway
 - how many care concern investigations have been completed
 - whether investigation timeframes have been met and the reasons for timeframes not being met
 - the outcomes of investigations
 - how identified systems issues are being addressed.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Consultation has been held with the Guardian for Children and Young People (GCYP) to identify and confirm future reporting requirements. Further input is being sought from the GCYP in relation to the implementation of a database system for the recording and tracking of this information. | | |





187 Develop an Aboriginal recruitment and retention strategy in the agency as part of a broader workforce strategy.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>The Department for Child Protection has an existing 'Growing our Own' Aboriginal Recruitment and Retention strategy, which will be reviewed during the development of the broader workforce strategy outlined in recommendation 30.</p> <p>In the interim, an action plan is being developed to progress the implementation of the 'Growing our Own' strategy.</p> | | |

188 Review procedures to streamline the sources of internal cultural advice to the agency.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>This recommendation is closely aligned to the implementation of recommendation 187.</p> <p>The continued review of internal policies and procedures, together with the implementation of the Aboriginal Cultural Identity Support Tool, will ensure that cultural considerations are better incorporated into decision-making and cultural advice is more readily available.</p> | | |

189 Review practice guidance, funding arrangements and the range of declared agencies to ensure that a recognised Aboriginal agency is consulted on all placement decisions involving Aboriginal and Torres Strait Islander children, in accordance with the provisions of section 5 of the *Children's Protection Act 1993*.

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| Accepted | Phase 2 | Not yet commenced |
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190 Establish a dedicated family scoping unit.

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| Accepted | Phase 1 | Implementing |
| <p>PROGRESS</p> <p>A model for the Family Scoping Unit has been drafted and the recruitment of staff is underway.</p> <p>The Family Scoping Unit will focus on Aboriginal children and young people. Based on best practice review and feedback from staff, carers and key partners, the unit will be positioned in the Child Safety Pathway. This will ensure family and kin are scoped as early as possible and opportunities to have children remain linked to family and culture are identified early, important connections maintained and positive placement options identified.</p> | | |

191 Provide all practitioners in the child protection system with training, support and clinical supervision to give them the knowledge, skills and techniques to work effectively with Aboriginal children and families, including, where appropriate, the specific skills required to work effectively in remote Aboriginal communities.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>The Learning and Development unit and Aboriginal Services unit are currently co-designing training regarding working effectively with Aboriginal children and families to be delivered across the agency.</p> | | |





192 Use the proposed Early Intervention Research Directorate to identify evidence-based service models for early intervention that meet the needs of Aboriginal children and families.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The Early Intervention Research Directorate has begun work to better understand the existing early intervention and prevention environment in South Australia, including preliminary evaluation of service gaps and needs. Particular focus will be given to better understanding the needs of Aboriginal families and communities and ensuring services better meet these needs. | | |

193 Outsource the services currently provided by Kanggarendi to an appropriately qualified and experienced non-government organisation.

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| Accepted in principle | Phase 3 | Not yet commenced |
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194 Commission not-for-profit agencies to develop service models that can respond to higher-risk Aboriginal families with multiple, complex needs.

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| Accepted | Phase 1 | Not yet commenced |
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195 Ensure that local assessments of needs (LANs) specifically consider the needs of Aboriginal children and families and consult with local Aboriginal people and service providers.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| Consultation planning about cultural considerations for Aboriginal children and families has commenced. It is anticipated that working groups will be convened within the Child and Family Assessment and Referral Networks' pilot regions. | | |

196 Place local Aboriginal support services within child and family assessment and referral networks to promote service coordination and act as a visible point of entry.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| Planning for how best to place Aboriginal support services within Child and Family Assessment and Referral Networks has commenced to ensure key services are integrated into the service model. | | |

197 Adopt a culturally appropriate assessment tool, such as Winangay, for the assessment of foster parents and kinship carers in the Aboriginal community, initially in remote communities, and more widely if the tool proves promising.

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| Accepted in principle | Phase 1 | Implementing |
| PROGRESS | | |
| Winangay Resources Inc. has been engaged to implement the Winangay Kinship Carer Assessment resource for trial on the APY lands. This is scheduled to roll out in August 2017. | | |





198 Require the agency to report to the minister and the Guardian for Children and Young People quarterly on service criteria 3.1.4.1, 3.1.4.4 and 3.1.4.6, which form part of standard 3.1.4 of the Standards of Alternative Care in South Australia

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| Accepted in principle | Phase 1 | Implementing |
| PROGRESS | | |
| Reporting against service criteria 3.1.4.1 has commenced. The Department for Child Protection can also provide collated data on the number and percentage of case plans that include cultural maintenance plans. However, the percentage and numbers of more specific cultural activities cannot be reliably provided at this stage to fulfil reporting against service criteria 3.1.4.4 and 3.1.4.6. Further investigation into the ability to capture and extract this information from the Department for Child Protection C3MS data system is underway. | | |

199 Consult with each remote Aboriginal community about the implementation of the recommendations following this report, as part of ongoing engagement with communities about the strategic direction of services to improve the health, safety and wellbeing of their children.

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| Accepted in principle | Phase 1 | Not yet commenced |
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200 Offer stable employment arrangements with competitive, ongoing retention allowances to attract and recruit six permanent APY Lands-based workers to support the agency's fly-in fly-out teams.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| A paper outlining a range of strategies to support the recruitment and retention of staff in rural and remote locations has been developed. Options outlined in the paper will be considered by executives and will inform the department's recruitment and retention strategy for rural and remote locations into the future | | |

201 Actively pursue joint training opportunities for agencies in remote communities and require operational managers from agencies to meet regularly to identify areas for collaboration and to resolve issues of concern.

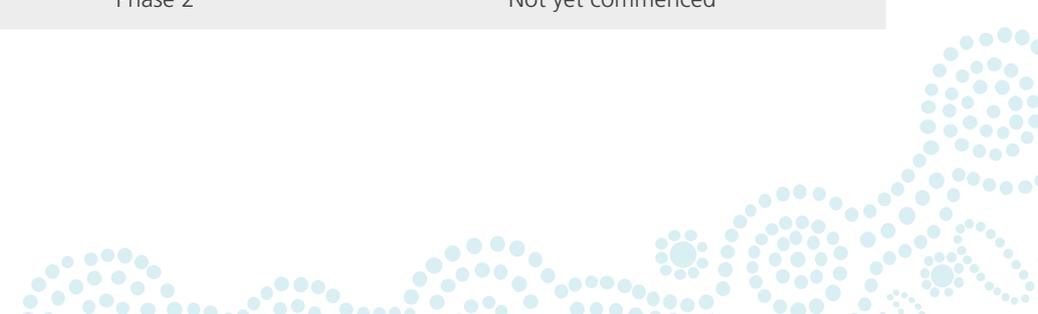
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| Accepted in principle | Phase 2 | Not yet commenced |
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202 Ensure that at least one principal Aboriginal consultant has experience and expertise in remote Aboriginal communities, including in the APY Lands.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| Within the Department for Child Protection there is an existing principal Aboriginal consultant with extensive experience in working with remote communities, and the Department will seek to build on this expertise as broader Aboriginal workforce strategies are developed. | | |

203 Identify opportunities to develop strength in the interpreter service available in remote communities, and ensure that the agency's practitioners use interpreters where possible. Consider the viability of interpreters accompanying the agency's fly-in fly-out teams

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| Accepted | Phase 2 | Not yet commenced |
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| 204 | Ensure that the agency's practitioners monitor children cared for in accordance with family care meeting agreements to ensure the safety of the child. | Accepted | Phase 1 | Not yet commenced |
| 205 | Commission not-for-profit agencies to provide alternative care in areas close to the APY Lands, such as Alice Springs and Coober Pedy. Alternative care could include a mixture of foster care and residential care. | Accepted in principle | Phase 3 | Not yet commenced |
| 206 | Actively pursue joint training opportunities for agencies in remote communities and require operational managers from agencies to meet regularly to identify areas for collaboration and to resolve issues of concern. | Accepted | Phase 2 | Not yet commenced |
| 207 | Ensure that approved carers in remote communities receive the same level of support as carers elsewhere in the state, recognising the particular challenges faced by carers in these remote areas. | Accepted | Phase 1 | Not yet commenced |
| 208 | Ensure that the unit tasked with investigating care concerns offers a service in remote communities equivalent to that provided elsewhere in the state. | Accepted in principle | Phase 2 | Not yet commenced |
| 209 | Provide secure, long-term funding for playgroups in remote Aboriginal communities, administered by a single agency | Accepted in principle | Phase 2 | Implementing |
| <p>PROGRESS</p> <p>The South Australian Families as First Teachers (FaFT) program is an early learning program that focuses on adult-child interactions based on the Abecedarian approach involving conversational reading, learning games and enriched caregiving.</p> <p>The program trial began in late 2016 in all Anangu Lands Partnership sites and aims to enhance a range of learning outcomes, including literacy and numeracy skills, of children aged 0 to 3 years and supports transition into preschool. The program has been funded through the Australian Government's Indigenous Advancement Strategy and implemented to enable sustainability of delivery through existing Department for Education and Child Development staff.</p> <p>The South Australian Government will continue to work with the Australian Government to consider opportunities for long term funding for early childhood education and care services in remote Aboriginal communities.</p> | | | | |





210 Establish an integrated administration information communication technology (ICT) system to allow access to a complete range of student data to children who move schools in remote Aboriginal communities.

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| Accepted | Phase 1 | Planning |
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PROGRESS

The Department for Education and Child Development uses the Education Dashboard, a web-based system that provides increased accessibility to school principals and teachers of information about schools and school students.

The next phase of the development is to provide access to consolidated and student-based information for children in remote Aboriginal communities and students that move within these communities.

211 Provide additional funding to meet demand for the Walytjapiti program, and ensure that the agency keeps case files open for participants until satisfied about the child's ongoing wellbeing over a sustained period.

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| Accepted in principle | Phase 1 | Not yet commenced |
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212 Commission an early intervention service for families in remote communities for whom the agency has lower level concerns and who could benefit from support to prevent escalation of issues.

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| Accepted | Phase 2 | Not yet commenced |
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213 Conduct an audit of services in remote Aboriginal communities to ensure access to adequate facilities to serve as a service hub for playgroups, preschools and other services that visit the community.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) | |
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214 Reform funding and structural arrangements to enable a single agency to oversee the service hub facilities across all communities. This agency should regularly map, in collaboration with the local community, the needs of children and families through an annual local assessment of needs.

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| Accepted | Phase 1 | Planning |
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PROGRESS

The findings of the completed audit of services in remote Aboriginal communities (recommendation 213) are currently being evaluated and an options paper will be developed by September 2017.

Scoping of the options for a single agency to oversee the service hub facilities across all communities within the APY lands has commenced.

215 Establish a working group to promote collaborative practice between South Australian, Western Australian and Northern Territory agencies involved in the child protection system in the tri-border region, including working towards a crossborder legislative scheme for child protection across the three jurisdictions.

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| Accepted | Phase 1 | Not yet commenced |
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216 Review child protection service provision in Ceduna, Yalata and Oak Valley, including the viability of introducing a fly-in fly-out service.

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| Accepted | Phase 2 | Not yet commenced |
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- 217** Develop strategies to improve Out of Home Care options in regional areas including:
- a. focusing attention on the recruitment of foster parents, particularly in areas of need
 - b. identifying areas where there is a demand for residential care placements and develop facilities in those areas.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection is developing an Out of Home Care Strategy with key partners to ensure there is a targeted program and strategies to address issues in the regional care system. Modelling will inform areas of need for the recruitment of carers and residential care facilities. | | |

- 218** Require the agency to develop a dedicated psychological service to deliver therapeutic services to children in care in regional areas.

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| Accepted in principle | Phase 2 | Not yet commenced |
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- 219** Collaborate with the Courts Administration Authority to improve access to justice for children in need of care in regional areas, including providing appropriate technology with respect to hearings in remote locations.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| Subject to availability and advice from the Youth Court, a casual sheriff officer can be present at a regional location or court to facilitate Audio Visual Links (AVL) for care and protection hearings. | | |
| Data is being collated on the location of hearings, security risks identified pre-hearing and during hearings, lead time for advice of hearings, and the availability and attendance of sheriff's officers. Data analysis will help to identify issues arising and strategies required to increase use of AVL for regional locations. | | |

- 220** Prepare an annual local assessment of needs for each regional area.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| A Local Assessment of Needs (LAN) will be undertaken in Mount Gambier as part of the regional pilot of a Child and Family Assessment and Referral Network (CFARN). | | |
| Based on the outcomes of the pilot, both CFARNs and annual LANs in each regional area will be rolled out statewide. | | |

- 221** Ensure that the agency's practitioners in regional areas have access to ongoing professional development, through locally delivered training and videoconferencing.

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| Accepted | Phase 1 | Not yet commenced |
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- 222** Require the agency to develop attraction and retention strategies specific to building workforce sustainability in regional areas, including the use of financial incentives for staff.

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| Accepted | Phase 1 | Not yet commenced |
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223 Ensure that every child in care, or who enters care, and who is potentially eligible, applies to participate in the National Disability Insurance Scheme (NDIS). For children already in care, this must occur by 31 March 2017.

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| Accepted in principle | Phase 1 | Planning |
| PROGRESS | | |
| Work continues to assess every child in care for eligibility for the NDIS. This work will be accelerated by the 2 senior disability program officers referred to in recommendation 226. | | |

224 Develop the function in C3MS to require caseworkers to input information when a child enters care, and for those children already in care, as to their potential eligibility for NDIS. This data should be extractable for analysis.

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| Accepted in principle | Phase 2 | Planning |
| PROGRESS | | |
| The Department for Child Protection is currently recruiting 2 senior disability program officers. These roles will work with Information Communication Management to develop capability within C3MS to record and extract relevant information. | | |

225 Determine and fund demand for specialist disability foster care placements in accordance with the available data about children in care who are eligible for NDIS.

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| Accepted | Phase 2 | Not yet commenced |
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226 Employ specialist disability workers to consult across the agency in matters involving children with disabilities.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| The Department for Child Protection is has appointed 2 senior disability program officers. These roles will provide cross-agency advice on NDIS and matters involving children with disabilities. They will also contribute to other recommendations regarding NDIS implementation training. | | |

227 Train agency caseworkers to recognise and respond to the needs of children with disabilities, particularly in accessing and maximising support services offered by NDIS.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| The Department for Child Protection is currently recruiting 2 senior disability program officers. These roles will be responsible for NDIS training requirements for Department for Child Protection caseworkers, including how to access NDIS support services. | | |





228 Ensure agency caseworkers, when participating in NDIS planning, prioritise the use of the Alternative Care Therapeutic Team program when appropriate to meet the therapeutic needs of a child in care.

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| Accepted | Phase 1 | Planning |
| <p>PROGRESS</p> <p>The Department for Child Protection (DCP) is working with the Department for Communities and Social Inclusion to provide information to DCP staff on the Alternative Care Therapeutic team and its services. Information will be distributed across the agency to assist staff in the planning of children’s NDIS packages and will be integrated into agency training resources.</p> | | |

229 Develop clear guidelines on the role of home-based carers in planning and decision making in NDIS for children in their care.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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230 Require child and family assessment and referral network members to provide support for families who are caring for children with disabilities, to enable them to engage with NDIS.

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| Accepted in principle | Phase 1 | Planning |
| <p>PROGRESS</p> <p>A literature review has commenced to determine best practice from other jurisdictions, including service models that are inclusive of working with families with children with disabilities and complex needs. This work will inform how Child and Family Assessment and Referral Networks can best provide support to families with children with disabilities.</p> | | |

231 Require that the cultural background of children coming into contact with the child protection system be recorded on C3MS, including in the ‘life domains’ area, for all children in care who have a culturally and linguistically diverse background.

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| Accepted in principle | Phase 2 | Planning |
| <p>PROGRESS</p> <p>Business requirements for making the recording of a child’s cultural background of children coming into contact with the child protection system mandatory have been developed. This has also included the identification and building of further more specific cultural categories.</p> <p>Consultation with staff working with Aboriginal families and culturally and linguistically diverse families informed the business requirements documentation. Draft functional specifications have been developed and are now being reviewed.</p> | | |

232 Analyse data collected regarding the cultural background of children coming into contact with the child protection system to determine how to best respond to children at-risk in culturally and linguistically diverse communities.

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| Accepted | Phase 2 | Not yet commenced |
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233 Undertake a qualitative review of the capacity of the agency's Multicultural Community Engagement Team (MCET).

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| Accepted | Phase 1 | Planning |
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PROGRESS

The Department for Child Protection (DCP) has engaged an external consultant to undertake the MCET review. A report providing details of the review will be completed and provided to DCP in July 2017.

234 Evaluate the effectiveness of specialist Multicultural Community Engagement team (MCET) staff working together with front-line practitioners on child protection cases and assess the value of collocating MCET staff in the agency's offices.

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| Accepted | Phase 1 | Planning |
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PROGRESS

The consultant engaged to undertake a review of the MCET is currently evaluating the effectiveness of staff working together with front-line practitioners on child protection cases. Findings from the report will be used to determine the best placement of MCET staff delivering frontline services.

235 Assist staff and carers who work with children in care who have a culturally and linguistically diverse background to achieve culturally informed best practice through the development of practice guides.

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| Accepted | Phase 2 | Not yet commenced |
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236 Ensure that every child in care with a culturally and linguistically diverse background has a comprehensive cultural maintenance plan that is regularly reviewed, having regard to the child's age and placement circumstances.

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| Accepted | Phase 1 | Not yet commenced |
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237 Identify key performance indicators on the cultural competency of the agency's workforce, and regularly review the effect of these recommendations on that competency.

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| Accepted | Phase 1 | Not yet commenced |
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- 238** Enact a stand-alone legislative instrument to regulate the screening of individuals engaged in child-related work which:
- a. declares that the paramount consideration in screening assessment must be the best interests of children, having regard to their safety and protection
 - b. invests powers in only one authorised government screening unit which is charged with maintaining a public register of all clearances and their expiration dates
 - c. empowers the screening authority to take into account in its assessments criminal offence and child protection history, professional misconduct or disciplinary proceedings, and deregistration as a foster parent or other type of carer under the Family and *Community Services Act 1972*
 - d. provides a clear definition of child-related work, including the meaning of incidental or usual contact
 - e. declares that the outcome of a screening assessment will be limited to either a clearance or a refusal and that all applications, even if withdrawn, will be assessed
 - f. requires individuals to seek and maintain a personal clearance, valid for a period of up to five years, through a card or unique electronic identifier system, which has portability across roles and organisations in the state; and to notify the screening authority of relevant changes in their offence, conduct or child protection circumstances
 - g. requires employers to ensure that all relevant personnel in their organisations, at all times, hold current clearances
 - h. precludes exemptions from screening requirements for
 - i. registered teachers
 - ii. applicants waiting on screening outcome decisions
 - iii. those working or volunteering with children who are in care
 - iv. those who have been refused a WWCC
 - i. details offences for individuals and organisations who fail to comply with the provisions of the legislation, including engagement in or for child-related work without a clearance, and dishonesty in the application process
 - j. permits appeals from decisions of the screening authority to the South Australian Civil and Administrative Tribunal or other independent body.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 239** Establish a real-time monitoring system which ensures that changes in screened individuals' circumstances are communicated to the screening authority, that clearances are reviewed, and that changes are reflected in the register, and communicated to employers.

| Accepted | Phase 1 | Implementing |
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| <p>PROGRESS</p> <p>This work is on schedule to deliver the first stage of continuous monitoring of South Australian criminal history and child protection information for child-related employment checks in July 2017.</p> <p>Department for Communities and Social Inclusion, Department for Child Protection and South Australia Police have worked together to develop systems to match and review notifications that contain information relevant to the clearance status of child-related employment checks.</p> | | |





- 240** Charge the screening authority with:
- ensuring that it has access to forensic expertise in child protection and behavioural indicators of risk
 - developing a consolidated set of standards, matrices, and weighting guidelines for use in screening assessments, that include substantiated and unsubstantiated criminal, child protection and disciplinary matters, and ensuring that assessors are appropriately trained in their application
 - developing guidelines for ensuring that applicants are afforded appropriate procedural fairness, including circumstances in which information may be withheld from applicants
 - developing and promulgating timeline benchmarks for screening outcomes, and procedures for informing applicants whose clearances may fall outside benchmarked times
 - developing information sharing protocols with interstate screening units.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Section 4 of the <i>Child Safety (Prohibited Persons) Act 2016</i> states that guidelines must be published in relation to the procedures, standards, weightings, assessment criteria and processing benchmarks. A review of other jurisdictions equivalent guidelines and procedural fairness requirements has been undertaken. | | |

- 241** Develop an independent mechanism and evaluation process for reviewing the performance of the screening authority.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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- 242** Amend the *Children's Protection Act 1993*:

- to permit and, in appropriate cases, require the sharing of information between prescribed government and non-government agencies that have responsibilities for the health, safety or wellbeing of children where it would promote those issues
- to require prescribed government and non-government agencies to take reasonable steps to coordinate decision making and the delivery of services for children.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| The <i>Public Sector (Data Sharing) Act 2016</i> was passed by Parliament in late 2016. The Act commenced operation on 30 May 2017. | | |
| The Children and Young People (Safety) Bill 2017 was introduced into Parliament on 14 February 2017 and is currently before the Legislative Council. This recommendation is implemented at Chapter 11 Part 3 of the Bill. | | |





243 Require senior leaders from government and non-government agencies that have responsibilities for the health, safety and wellbeing of children to meet at least quarterly to identify strategic measures to promote inter-agency collaboration and information sharing.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| Senior leaders from government and non-government agencies responsible for the health, safety and wellbeing of children now meet quarterly as the Child Safety and Wellbeing Advisory Panel. | | |
| The panel ensures cooperation between child protection partners, and is driving a shared vision for a robust and collaborative system where child protection is everybody's business. The panel is required to identify key issues impacting child protection reform and strategic opportunities to enhance information sharing to support reform. | | |
| The panel is responsible for identifying how all partners across the sector will work together, share information and partner effectively to protect vulnerable children during and post-reform implementation. | | |

244 Review procedures and employment arrangements so that Chief Executives of government agencies with responsibilities for the health, safety and wellbeing of children have a provision included in their performance agreements that obliges them to ensure inter-agency collaboration in child protection matters, and measure that performance.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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245 Establish the statutory office of the Commissioner for Children and Young People and provide the Commissioner with the functions and powers referred to in this report.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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246 Consolidate the legislation for the Children's Commissioner, the Guardian for Children and Young People (GCYP), the Child Death and Serious Injury Review Committee (CDSIRC) and the Child Development Council in a single Act of Parliament.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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247 Empower GCYP and CDSIRC to refer matters to the Children's Commissioner, where they are of the view that escalation through processes available to the Children's Commissioner is appropriate.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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248 Empower the Children's Commissioner to exercise its statutory powers and functions in relation to such matters, including employing the regime to monitor government responses to recommendations, and escalate the matter to the minister and Parliament where necessary, at his or her sole discretion.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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249 Collocate the Children’s Commissioner, Guardian for Children and Young People, Child Death and Serious Injury Review Committee and the Child Development Committee, and make arrangements for the sharing of some administrative functions.

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| Accepted | Phase 1 | Implementing |
| PROGRESS | | |
| With the commencement of the Commissioner for Children and Young People, establishing the Office of the Commissioner for Children and Young People is the first priority. Scoping meetings are underway with the Advocacy and Oversight bodies to explore current lease arrangements and office needs. | | |

250 Amend legislation to permit, but not require, GCYP, CDSIRC and the Children’s Commissioner to share de-identified data.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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251 Amend legislation to empower the Children’s Commissioner or GCYP to make complaints to the Ombudsman and HCSCC on behalf of a child.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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252 Amend the *Ombudsman Act 1972 (SA)* to ensure that complaints about the actions of government agencies, and other agencies acting under contract to the government, concerning child protection services, find principal jurisdiction with the Ombudsman, and not the Health and Community Services Complaints Commissioner, where the complaint is about an administrative act.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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253 Amend the *Ombudsman Act 1972* to permit the Ombudsman to exercise the jurisdiction of Health Care and Community Services Complaints Commissioner (HCSCC) in appropriate cases.

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| Accepted | Completed (reported in <i>A Fresh Start</i>) |
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254 Develop an administrative arrangement between the Ombudsman and HCSCC to determine matters in which the Ombudsman would exercise dual jurisdictions, including, but not limited to, child protection complaints.

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| Accepted | Phase 1 | Planning |
| PROGRESS | | |
| Planning is underway for the Ombudsman and the Community Services Complaints Commissioner to develop administrative arrangements including roles and responsibilities between the two Offices. | | |





255 Develop the capacity of the Ombudsman’s Office to respond specifically to child protection complaints.

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| Accepted | Phase 1 | Planning |
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PROGRESS

The Ombudsman is planning the recruitment of additional staff to respond to child protection complaints. The Office has also commenced the investigation into several child protection related complaints and is reviewing its policies and procedures.

256 Develop a package of information regarding making complaints about child protection matters, including information and complaint forms which are suitable for children and young people.

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| Accepted | Phase 1 | Planning |
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PROGRESS

The Department for Child Protection (DCP) is committed to developing a compliments and complaints mechanism that is user friendly for the public and allows staff to recognise and share positive feedback, and address complaints from stakeholders, including children and young people, promptly and effectively.

Prior to the Commissioner for Children and Young People commencing in the role, DCP undertook public consultation with carers about the development of the information pack on making complaints on child protection matters.

DCP will collaborate with the Commissioner, the Ombudsman and the Health and Community Services Complaints Commission to further progress this work. It is expected that compliments and complaints data will be used to identify and measure success, problems and trends to recognise, maintain and improve service delivery in identified areas.

257 Establish a cross-government steering committee to monitor and oversee the implementation of recommendations. Membership of the committee should include representation by senior executives from relevant government agencies and include at least one independent member external to the South Australian Government. The committee should report directly to the Minister for Child Protection Reform as Chair of the Child Protection Reform Cabinet Committee.

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| Accepted | Phase 1 | Completed |
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PROGRESS

The Child Safety and Wellbeing Advisory Panel was established and met for the first time on 17 March 2017. The panel is responsible for driving genuine partnership between non-government and government agencies in delivering child protection reform. It is co-chaired by the CEO, Aboriginal Family Support Services and the Chief Executive, Department for Education and Child Development. Members represent non-government agencies, Aboriginal services, peak agencies including for children and young people, the academic sector, legal services and various government departments. The co-chairs and members were appointed by the Minister for Education and Child Development.

The Portfolio Management Board (PMB) was also established and comprises Chief Executives and deputy Chief Executives from designated government agencies responsible for driving and monitoring reforms. The PMB will ensure a whole-of-government, coordinated approach to reform implementation.





258 Establish a response and implementation team consisting of staff with expertise in child protection, policy, data analysis, stakeholder engagement and legislative development.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| The Child Protection Reform Implementation Team is now fully established. The team is currently leading the reform of the South Australian child protection system, including implementing recommendations from the Royal Commission. A targeted recruitment process has ensured the team is staffed with an appropriate mix of people experienced in change management and child protection work. | | |

259 Ensure the implementation of recommendations within the newly formed child protection department is adequately managed with high- level change agents and appropriately qualified and skilled child protection staff.

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| Accepted | Phase 1 | Completed |
| PROGRESS | | |
| Implementation of recommendations from <i>The Life They Deserve</i> is being led by the Child Protection Reform Implementation Team in the Department for Child Protection. This multi-disciplinary team is staffed by a mix of experienced project and change managers and child protection practitioners and experts. The team is responsible for both the delivery of recommendations and coordination of work across government and the wider sector to deliver a reformed child protection system. | | |





260 Respond to the recommendations in this report as follows:

- a. on or before 31 December 2016, provide a report setting out—
 - i. the recommendations of the Commission that have been implemented either partly or in full
 - ii. the recommendations of the Commission that have been accepted, but have not yet been fully implemented, the manner in which they will be fully implemented and the intended timeframe for that implementation
 - iii. the recommendations of the Commission that will not be implemented and the reason for not implementing them;
- b. on or before 30 June 2017, provide a further report as to—
 - i. the recommendations that have been wholly or partly implemented and the manner in which they have been implemented
 - ii. if a decision has been made not to implement a recommendation that was to be implemented, the reason for not implementing that recommendation
 - iii. if a decision has been made to implement a recommendation that previously was not to be implemented, the reasons for that decision and the manner in which the recommendation will be implemented;
- c. for a period of not less than five years after the provision of the report referred to in paragraph 4(b) hereof, provide an annual report setting out—
 - i. the recommendations that have been wholly or partly implemented in the relevant year and the manner in which they have been implemented
 - ii. if, during the relevant year, a decision has been made not to implement a recommendation that previously was to be implemented, the reason for not implementing that recommendation
 - iii. if, during the relevant year, a decision has been made to implement a recommendation that previously was not to be implemented, the reasons for the decision and the manner in which the recommendation will be implemented;
- d. make reports publicly accessible, including being published online.

| Accepted | Phase 1 | Implementing |
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| <p>PROGRESS</p> <p>The Child Protection Reform Implementation Team in the Department for Child Protection has drafted the first progress report in line with part b of this recommendation. The report has been released.</p> <p>The delivery of future reports in accordance with this recommendation will be coordinated and managed by this team.</p> | | |

