



**Government  
of South Australia**

---

Department for  
Child Protection

# **Department for Child Protection 2016-17 Annual Report**

Department for Child Protection

31 Flinders Street, Adelaide SA 5000  
<https://www.childprotection.sa.gov.au>

Contact phone number 8226 6678

Contact email [kathryn.jordan@sa.gov.au](mailto:kathryn.jordan@sa.gov.au)

**ISSN** Enter ISSN

**Date presented to  
Minister:** 30 September 2017

To:  
The Hon Susan Close, MP  
Minister for Education and Child Development

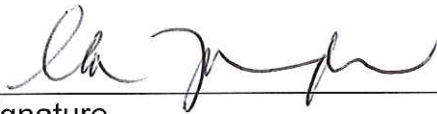
This annual report is presented to Parliament to meet the statutory reporting requirements of *Public Services Act 2009 and Children's Protection Act 1993* and meets the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Department for Child Protection by:

Cathy Taylor

Chief Executive

  
Signature

30 SEPTEMBER 2017  
Date

## Contents

<b>Contents .....</b>	<b>3</b>
<b>Section A: Reporting required under the <i>Public Sector Act 2009</i>, the <i>Public Sector Regulations 2010</i> and the <i>Public Finance and Audit Act 1987</i> .....</b>	<b>4</b>
Agency purpose or role .....	4
Objectives .....	4
Key strategies and their relationship to SA Government objectives .....	4
Agency programs and initiatives and their effectiveness and efficiency .....	5
Legislation administered by the agency .....	6
Organisation of the agency .....	7
Other agencies related to this agency (within the Minister's area/s of responsibility) .....	7
Employment opportunity programs .....	7
Agency performance management and development systems .....	8
Occupational health, safety and rehabilitation programs of the agency and their effectiveness .....	8
Fraud detected in the agency .....	10
Strategies implemented to control and prevent fraud .....	10
Whistle-blowers' disclosure .....	11
Executive employment in the agency .....	11
Consultants .....	12
Financial performance of the agency .....	12
Other information requested by the Minister(s) or other significant issues affecting the agency or reporting pertaining to independent functions .....	15
<b>Section B: Reporting required under any other act or regulation .....</b>	<b>15</b>
Reporting required under the <i>Carers' Recognition Act 2005</i> .....	17
<b>Section C: Reporting of public complaints as requested by the Ombudsman .....</b>	<b>18</b>
Summary of complaints by subject .....	18
Complaint outcomes .....	18
<b>Appendix: Audited financial statements 2016-17 .....</b>	<b>19</b>

## Section A: Reporting required under the *Public Sector Act 2009*, the *Public Sector Regulations 2010* and the *Public Finance and Audit Act 1987*

### Agency purpose or role

The Department for Child Protection's (DCP) vision is for all children and young people to grow up well cared for, connected and empowered to reach their full potential. The department works to care and protect children and young people by working together with our partners to address abuse and neglect and to keep them safe from further harm.

### Objectives

DCP has 6 strategic objectives to support families and carers and to improve outcomes for children and young people:

- Supporting families and carers
- Addressing the overrepresentation of Aboriginal children in care
- Improving care experiences
- Working together
- Building leadership and learning
- Delivering a better system.

### Key strategies and their relationship to SA Government objectives

Key strategy	SA Government objective
Build strong sustainable relationships with families and carers through engagement respect and trust.	This work progresses the South Australian Every Chance for Every Child priority by providing better support to strengthening children and families to achieve their best.
Address the disproportionate number of Aboriginal children in care by supporting strength and safety in Aboriginal families, communities and culture.	This work progresses the South Australian priority of supporting Aboriginal families by strengthening local communities and culture.
Improve experiences and outcomes for children and young people in care by providing high quality and supportive care environments.	This work progresses the South Australian Every Chance for Every Child priority by providing quality care environments when children are not able to live with their birth families.
Increase support to families and children by collaborating with service partners to strengthen service delivery.	This work progresses the South Australian Better Together initiative by working across agencies to improve services to children and families.
Build a workforce culture that promotes leadership, learning and cultural competence.	This work progresses the South Australian priority of a professional and modern public sector by investing in leadership and learning of our employees.

Key strategy	SA Government objective
Design and deliver a service system that is easy to understand and use, and that improves service delivery regionally and locally.	This work progresses the South Australian priority to reduce red tape and improve service delivery on regional areas of the State.

### Agency programs and initiatives and their effectiveness and efficiency

Program name	Indicators of performance/effectiveness/efficiency		Comments
Child Protection Reform - implementing A Fresh Start	At 30 June 2017, of 256 accepted recommendations there are: 36 - completed 63 - being implemented 85 - being planned 72 - not yet commenced		A full report on progress is available at: <a href="https://www.childprotection.sa.gov.au/sites/g/files/net916/f/a_fresh_start_progress_report.pdf">https://www.childprotection.sa.gov.au/sites/g/files/net916/f/a_fresh_start_progress_report.pdf</a>
Responding to notifications	Total calls made to the Call Centre	64,899	In 2017/18 a new Child Safety Pathway will commence which aims to improve the efficiency of the Child Abuse Report Line.
	Number of calls answered	41,304	
	Average wait time to the Child Abuse Report Line	47 min 44 sec	The new child safety pathway is already having a significant impact on average call wait times for 2017/18 as shown in: <a href="https://www.childprotection.sa.gov.au/department/reporting-and-statistics">https://www.childprotection.sa.gov.au/department/reporting-and-statistics</a>
	Number of eCARL submissions	30,056	
Child protection responses	Number of notifications	52,980 (including 11,145 for Aboriginal and Torres Strait Islander children)	In 2017/18, pilots of two new multi-agency service response pathways that aim to provide earlier responses to child protection concerns will commence: <ul style="list-style-type: none"> <li>• Multi Agency Assessment Unit</li> <li>• Child And family Assessment and Referral Pathway</li> </ul>
	Number of screened-in notifications	21,550 (including 5,290 for Aboriginal and Torres Strait Islander children).	

Program name	Indicators of performance/effectiveness/efficiency		Comments
Children placed on child protection orders	Total children placed on orders	1,458 (Including 509 Aboriginal and Torres Strait Islander children)	
	Children placed on orders for first time	681 (including 212 Aboriginal and Torres Strait Islander children)	
	Total children placed on a 12-month order at 30 June 2017	481 (including 183 Aboriginal and Torres Strait Islander children)	
	Total children placed on an order until 18 years of age	2,815 (including 948 Aboriginal and Torres Strait Islander children)	
Children in out of home care	Number of children (0-17 years) in out of home care at 30 June 2017*	3,484 (including 1,145 Aboriginal children)	<p>*This is the national data definition for ROGS</p> <p>In 2017/18, a new Out of Home Care (OOHC) Strategy will develop a sustainable OOHC system that meets the needs of children and their carers.</p> <p>This strategy aims to reduce the number of Aboriginal children in care and to increase the number of children in family based options.</p> <p>Already this strategy is affecting a reduction in the number of children in commercial facilities. Refer to the <a href="#">DCP website</a>.</p> <p><a href="https://www.childprotection.sa.gov.au/department/reporting-and-statistics">https://www.childprotection.sa.gov.au/department/reporting-and-statistics</a></p>
	Number of children (0-18 years) in out of home care at 30 June 2017	3,504 (including 1,158 Aboriginal children)	
		0-17 years	0-18 years
	Foster Care	1,333	1,343
	Kinship Care	1,365	1,371
	Specific Child Only Care	198	199
	Residential Care	388	389
	Independent Living	38	40
	Commercial facilities	162	162

### Legislation administered by the agency

1. Adoption Act 1988 (SA)
2. Adoption Regulations 2004 (SA)
3. The Children and Young People (Safety) Bill 2017 (Once)

enacted)

4. *Child Protection Review (Powers and Immunities) Act 2002 (SA)*
5. *Children's Protection Act 1993 (SA)* (Until the conferring of the new Bill)
6. *Children's Protection Regulations 2010 (SA)*
7. *Children's Services Act 1985 (SA)*
8. *Children's Services (Appeals) Regulations 2008 (SA)*
9. *Commission of Inquiry (Children in State Care and Children on APY Lands) Act 2004 (SA)*
10. *Family and Community Services Act 1972 (SA)*

## Organisation of the agency

DCP has developed an organisational structure that focuses on prioritising and supporting our service delivery in a new regional model that puts service delivery and decision making in the hands of local practitioners. Our service delivery is complemented by enabling corporate functions including a focus on quality practice.

The department's organisational chart is available at the following link:

<https://www.childprotection.sa.gov.au/departments/our-story>

## Other agencies related to this agency (within the Minister's area/s of responsibility)

Department for Education and Child Development (DECD):

DECD plays a key role in supporting children, young people and their families to experience healthy development and wellbeing, and to achieve excellence in learning to fulfil their potential.

## Employment opportunity programs

Program name	Result of the program
DCP specific Aboriginal recruitment	Aboriginal and Torres Strait Islander (ATSI) applicants, who have the appropriate background and skills but do not have the essential qualification, are entitled to apply for any DCP Allied Health Professional roles requiring a qualification in Social Work. 4.7% of DCP employees identify as ATSI.
Graduate recruitment	During 2016/17 DCP recruited 36 social work graduates on an ongoing and temporary basis. The DCP graduate program links with the whole-of-government Jobs4Youth program, which is a 4-year program aiming to recruit young people into the public service.

### Agency performance management and development systems

Performance management and development system	Assessment of effectiveness and efficiency
DCP is currently applying DECD policies and procedures in respect to performance management and development	Existing DECD policies and procedures are being maintained while DCP undergoes a restructure. A review of the performance management and development framework is planned for 2017/18.
Leadership	The Chief Executive has recently finalised performance management and development discussions with her direct reports. This will be reported in the 2017/18 annual report.
Performance Review Audit	An audit of the DCP human resource database will be undertaken in 2017/18. The audit will provide management with the opportunity to validate or update the latest performance record.
Performance Review Audit	At 30 June 2017, 11.9% of workforce had had an employment review within the last six months.

### Occupational health, safety and rehabilitation programs of the agency and their effectiveness

Occupational health, safety and rehabilitation programs	Effectiveness
A Safety Management System (SMS) exists that contains policy and procedures that are designed to reduce the risk of harm and rate of injuries to employees.	The current Safety Management System will be implemented in 2017/18 to ensure that it targets the risk profile of the DCP workforce.
Managing aggressive behaviour and personal safety (potentially violent situations) course was rolled out to a number of sites during the year.	Overwhelming positive feedback has been received from participants in this course.

Occupational health, safety and rehabilitation programs	Effectiveness
The instigation of the Work Health Safety (WHS) risk assessment programme that aims to proactively identify risks and develop preventative controls associated with risks including harmful occupational stress and threats of violence.	Effective as the risk review critically evaluated current controls and identified where additional controls are required to reduce the rate of assaults and threats of violence.
The development of a 'Job dictionary' to assist Injury Management, Human Resources (HR) and assessors determine the suitability of roles when job matching injured workers to new roles through employment transition or ensuring a safe return to pre - injury roles.	Effective in identifying risk factors in the placement of injured workers in pre-injury roles.
Early Intervention risk assesses each injury report where a physical or psychological injury may have occurred. Strategies for appropriate management include: provision of information and support to employee and/or line manager; referral to services such as the Employee Assistance Program (EAP) or the Incapacity Team; dispute resolution services; identification of broader WHS risk; and information and assistance to lodge a workers compensation claim.	Effective in reducing claims by proactively triaging incidents and providing supports and assistance to employees and line managers. This has identified broader organisational risks and informs the appropriate operational unit such as WHS, Performance and Incapacity, HR and Ethical Conduct.
Creation of a Staff Wellbeing Unit to monitor and improve the Wellbeing of staff	These programs are preventative and effectiveness will be shown in staff retention data in future reports.
DCP have undertaken a staff wellbeing survey across the department to engage staff in consultation about the type of support they want and need.	This survey will lead to further support mechanisms for staff and its effectiveness will be shown more broadly in future staff satisfaction surveys and in staff retention data.
DCP have trialled a specialised critical incident and cumulative stress supports to see if they are of benefit to address exposure to trauma in the workplace.	14 support services have been delivered since November 2016.

<b>Occupational health, safety and rehabilitation programs</b>	<b>Effectiveness</b>
DCP have provided onsite workshops on resilience, stress management, vicarious trauma, and burnout.	Four different formats piloted so far. Feedback received through these initiatives has been overwhelmingly positive with participants reporting to increased knowledge and confidence in strategies that will manage stress and reduce the likelihood of burnout.
DCP have provided enhanced support at induction to increase self-care and resiliency, via a one-day wellbeing workshop for new social workers.	Four sessions completed so far.

### Fraud detected in the agency

<b>Category/nature of fraud</b>	<b>Number of instances</b>
Falsified client documentation	1
Falsified medical certificates	1
Falsified employment declaration	1
Personal employee taxation fraud	1

### Strategies implemented to control and prevent fraud

DCP has established its own governance framework, including:

- Establishment of an internal committee to progress high priority risk and audit requirements pending the establishment of an externally chaired Audit and Risk Committee, that has true independence from senior management, has been established
- The priority of this committee is to establish a Risk Management Framework and Legal Compliance Framework which is anticipated to be completed by 31 December 2017
- Ashton Advisory was engaged to facilitate an Ethical Behaviours and Cultural Aspects of Risk workshop to support the leadership team in driving a culture that promotes accountable leadership and appropriate governance mechanisms
- Support is being provided by SA Health's Group Director Risk and Assurance Services to establish a best practice audit and risk governance framework, including facilitation of a strategic risk workshop for the DCP Senior Executive Group.

The Code of Ethics for the South Australian Public Sector was communicated across the Department through:

- A dedicated Employee conduct page on the intranet including fact sheets and scenarios
- Communications about the Professional Conduct Standards (2016)
- Release of the Office of the Public Sector (OPS) on-line learning resource across all corporate and school based employees. This has included

monitoring of course completion and reporting to OPS.

Relevant features of the Code were delivered in face to face Merit Selection Training; in particular ethical behaviours in selection, elimination of conflicts of interest including nepotism and patronage, and confidentiality (handling official information). Consultancy was available around application of the Code. Key features of advice over recent times include outside employment and conflicts of interest. The Code is also applied in managerial advice and guidance to staff as part of resolution of employee complaints.

The DECD webinar titled Introduction to ICAC (Independent Commissioner against Corruption) continued to be available to staff and leaders on the Employee conduct intranet page and:

- Explains the difference between corruption, maladministration and misconduct
- Includes scenarios to demonstrate examples of appropriate and inappropriate behaviours
- Highlights links between the Code of Ethics for the South Australian Public Sector and reporting responsibilities of all DECD staff in relation to ICAC.

A reminder about ICAC reporting obligations was communicated to staff in May 2017. The information remains active on the DECD intranet. It encouraged staff to participate in ICAC information sessions.

Data for the past five years is not available as DCP became a standalone department for the first time in 2016/17.

### Whistle-blowers' disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Whistle-blowers' Protection Act 1993* 0

Data for the past five years is not available as DCP became a standalone department for the first time in 2016/17.

### Executive employment in the agency (as from 3 July 2017)

Executive classification	Number of executives
Chief Executive	1
Deputy Chief Executive, Service Delivery and Practice	1
Executive Director, Out Of Home Care	1
Executive Director, Strategy and Performance	1
Chief Human Resources Officer	1
Chief Finance Officer	1
Chief Information Officer	1
Director, Quality and Practice	1
Director, Legal Services	1
Director, Residential Care	1
Regional Directors	4
Director, Office of the Chief Executive	1
Regional Director, State-wide Services	1

Data for the past five years is not available as DCP became a standalone department for the first time in 2016/17.

The [Office for the Public Sector](#) has a [data dashboard](#) for further information on the breakdown of executive gender, salary and tenure by agency.

### Consultants

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken and the total cost of the work undertaken.

Consultants	Purpose	Value
All consultancies below \$10,000 each	Nil	\$ Value
<b>Consultancies above \$10,000 each</b>		
Ernst & Young	Provision of program management consulting service	
Ernst & Young	Services provided for the costing of non-government organisation out of home care services project for DCP	
Ernst & Young	Assisting in the on-boarding and capability uplift of program management staff, integrated program planning services and the retainer provision of specialist governance and program advisory services	
Ernst & Young sub-total		\$49,326
KPMG	Development of carer advocacy model	
KPMG	Development of a Foster and Kinship care strategy	
KPMG sub-total		\$506,770
<b>Total all consultancies</b>		<b>\$556,105</b>

This data is not available for the past five years as DCP became a standalone department for the first time in 2016/17.

See also the Tenders SA [website](#) for a list of all external consultancies, including nature of work and value. See also the Consolidated Financial Report of the [Department of Treasury and Finance](#) for total value of consultancy contracts across the SA Public Sector.

### Financial performance of the agency

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2016-17 are attached to this report.

### Executive Summary

On 21 June 2016 the SA Government announced its intention to transfer the Office for Child Protection (Families SA) from DECD to a new Department for Child Protection (DCP), in response to an interim recommendation by the Child Protection Royal Commission. DCP was established on 1 November 2016 as an administrative unit

established by the Public Sector Act 2009. 1,750 staff transferred from DECD to DCP on establishment and net liabilities of \$30.8 million, mostly related to employee leave and workers compensation provisions, were also transferred.

### State Budget Summary

The state budget was released on 22 June 2017. The 2017/18 operating expenditure budget for DCP is \$482 million. This is an increase of \$152 million when compared with the 2016/17 expenditure budget of \$330 million. This additional expenditure is mainly as a result of machinery of government changes and additional funding relating to the implementation of recommendations in 'The life they deserve' report, including:

- Establishment of a Child Safety Pathway that offers a broader child protection and development approach to finding appropriate responses to families and children at risk
- Formation of a protective intervention team to expedite case reviews
- Development of a state-wide Out of Home Care strategy aimed at increasing the number of family based options and reducing the use of commercial care
- Extended support to carers of young people over the age of 18. This will include assisting young people who are undertaking an apprenticeship, vocational training or university studies.
- Establishment of a family scoping unit with a focus on aboriginal children and families to increase the number of kinship carers.

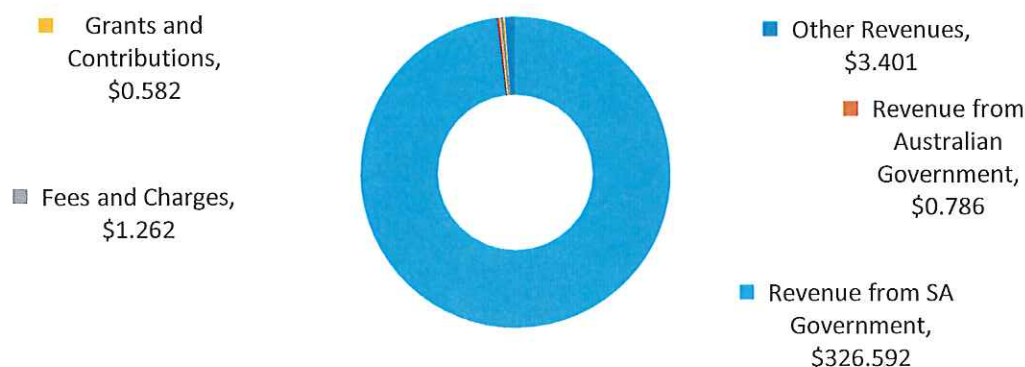
The 2017/18 capital is \$6.3 million for the Residential care facilities program which will construct new out of home care facilities for children placed under the guardianship of the minister. The first phase of this program is the construction of four individual residential care dwellings in the northern metropolitan area. This project is being managed by Renewal SA and is due for completion in 2017/18.

More information on the State Budget can be found on the [Department of Treasury and Finance website](#).

### Our income – where it comes from

The total income received by DCP in 2016/17 was \$6 million and revenue received from SA Government was \$327 million.

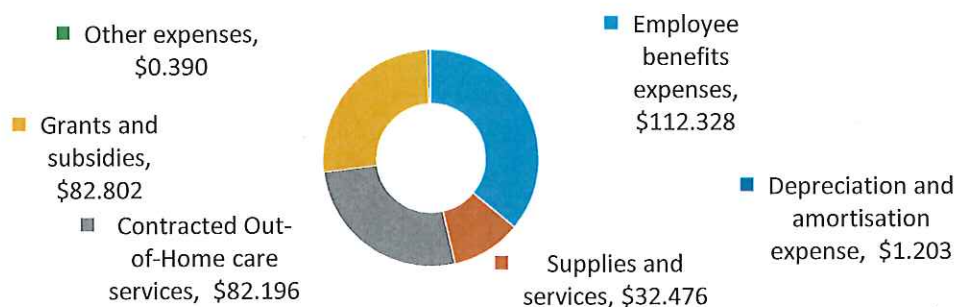
#### Controlled income by type \$ millions



### Our expenditure – how our funds are spent

The total expenditure by DCP in 2016/17 was \$311 million, major expenditure areas included \$112m for employee benefits, \$83 million for grants and subsidies and \$82 million for contracted out of home care services.

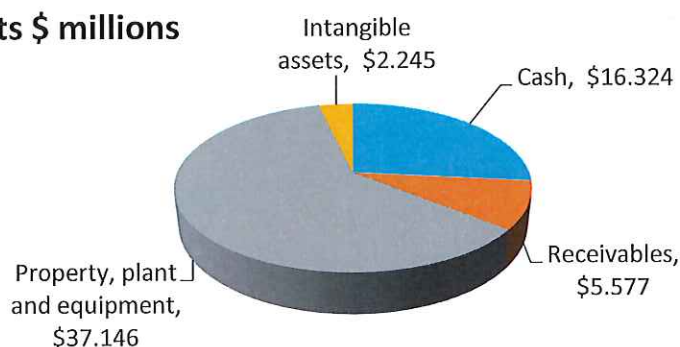
### Controlled expenditure by type \$ millions



### Our assets – what we own

The department recorded assets totalling \$77 million, major classes included \$40m in property plant and equipment and \$32 million in cash.

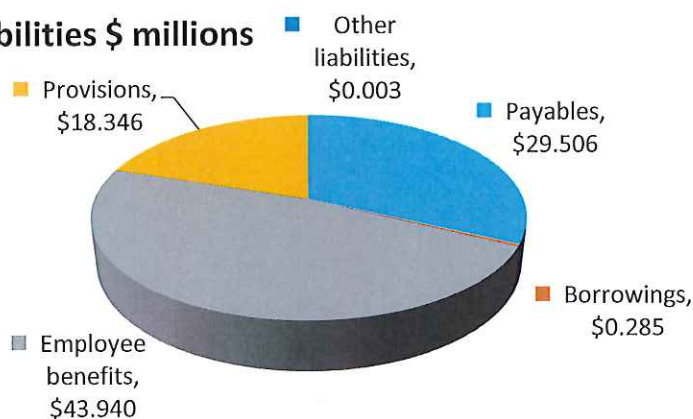
### Assets \$ millions



### Summary of our liabilities – what we owe

The department recorded liabilities totalling \$84 million; major classes included \$46 million of employee benefits and \$22 million in payables.

### Liabilities \$ millions



### Other financial information

Nil to report.

**Other information requested by the Minister(s) or other significant issues affecting the agency or reporting pertaining to independent functions**

Nil to report.

**Section B: Reporting required under any other act or regulation**

<p><b><i>Children's Protection Act, 1993</i></b></p> <p>Division 4—Matters to be included in annual report of Department</p> <p>8E—Matters to be included in annual report of Department</p> <p>(1) The annual report of the Department must include the following information in respect of the period covered by the annual report:</p> <p>(a) information setting out—</p> <p>(i) the number of applications made under sections 20(1) and 22; and</p> <p>(ii) the number and general nature of any orders made under the Act in relation to those applications;</p> <p>(b) information setting out the number and general nature of any orders made under section 21(1)(ab);</p> <p>(c) information setting out—</p> <p>(i) the number of applications made under section 37(1) or (1a); and</p> <p>(ii) the number and general nature of any orders made under the Act in relation to those applications.</p> <p>(2) This section is in addition to, and does not derogate from, any other requirement under this Act or the Public Sector Act 2009.</p>	
Section 20(1) Applications	
Investigation & Assessment with custody	841
I&A without custody order	20
Section 20(1) Orders	
Investigation & Assessment with custody	664
Extension of I&A	137
I&A without custody order	13
Section 21(1)(ab) orders	
Capacity to care assessment	911
Course - DV	18

Course - Drug/Alcohol	11
Mental Health Assessment	479
Drug assessment	1001
Drug testing	1028
Alcohol testing	0
Section 22	NA
Applications made under the Act in relation to Section 37(1)	
Guardianship of Min to 12mo s38.1c	484
Guardianship of Min to 18y s38.1d	542
Custody to Min to 12mo s38.1b(iv)	29
C&P without custody or guardianship order	24
Guardianship to other to 18y s38.1d	32
Guardianship to other to 12mo s38.1c	12
Custody to guardian to 12mo s38.1b(i)	11
Custody to family member to 12mo s38b(ii)	1
Orders made under the Act in relation to Section 37(1)	
Guardianship of Min to 12mo s38.1c	512
Guardianship of Min to 18y s38.1d	453
Custody to Min to 12mo s38.1b(iv)	1
C&P without custody or guardianship order	19
Custody to other to 12mo s38.1b(v)	1
Supervision of the CE	26
Guardianship to other to 18y s38.1d	19
Custody to guar to 12mo s38.1b(i)	1
Interim orders Section 37(1)	
Interim guardianship of the Minister s38.1c	2603
Interim custody to Minister s38.1b(iv)	22
Interim guardianship of other person s38.1c	8
Section 37(1a)	NA
The number and general nature of any orders made under section 38(1)(a)	
Drug testing	250
Interim drug testing	35
Written undertaking	68
Treatment for drug abuse	95
Interim treatment for drug abuse	12
Supervision of CEO	27
Interim supervision other party	1

Alcohol testing	5
-----------------	---

### **Reporting required under the *Carers' Recognition Act 2005***

The *Carers' Recognition Act* is deemed applicable for the following: Department for Communities and Social Inclusion, Department for Education and Child Development, Department for Health and Ageing, Department of State Development, Department of Planning, Transport and Infrastructure, South Australia Police and TAFE SA.

*Section 7: Compliance or non-compliance with section 6 of the Carers Recognition Act 2005 and (b) if a person or body provides relevant services under a contract with the organisation (other than a contract of employment), that person's or body's compliance or non-compliance with section 6.*

Nil to report.

## Section C: Reporting of public complaints as requested by the Ombudsman

### Summary of complaints by subject

Public complaints received by Department for Children's Protection	
Category of complaints by subject	Number of instances
Nil to report	

This data is not available for the last five years as DCP became a standalone department for the first time in 2016/17. Reporting commenced July 2017.

### Complaint outcomes

Nature of complaint or suggestion	Services improved or changes as a result of complaints or consumer suggestions
Nil to report	

## **Appendix: Audited financial statements 2016-17**