



**Government
of South Australia**

Department for Child Protection

2020-21 Annual Report

Department for Child Protection

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To:

The Hon Rachel Sanderson MP
Minister for Child Protection

This annual report will be presented to Parliament to meet the statutory reporting requirements of *Public Sector Act 2009* and the *Children and Young People (Safety) Act 2017* and 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

Date 30/09/2021

Signature

A handwritten signature in black ink, appearing to read 'Cathy Taylor', is written over a horizontal line.

From the Chief Executive



I am pleased to present the annual report for the South Australian Department for Child Protection (DCP) for the year 2020-21.

Like many organisations, the COVID-19 pandemic had a significant impact on our operations. As an essential service, we continued to operate during South Australia's lockdowns in 2020-21. COVID-19 placed additional pressure on all parts of the child protection system, and we anticipate this continuing in the years ahead. As we continue to rise to meet these challenges, DCP has also made significant progress over the last 12 months to

deliver on its strategic priorities, which are all about making a difference for children, young people, families and carers.

The work of child protection is challenging and complex. Every day our department is working with the state's most vulnerable families to keep children safe from harm, and providing care when children and young people can no longer safely stay with their parents. We recognise that we cannot do this critical work alone. We have led a whole-of-community approach, assertively pursuing new partnerships and strengthening the way we work with our community, non-government and government partners. Together, we are finding innovative ways to respond and deliver quality services that best meet the needs of children and young people in care.

DCP continues to make active efforts to fully implement the Aboriginal Child Placement Principle, which we have embedded as the central framework for child protection decision-making about Aboriginal children and young people in care. As part of this commitment, this year we were thrilled to announce our investment in a community-led process to design options for a dedicated peak body for Aboriginal children and young people in SA. We continue to increase our investment in Aboriginal Community Controlled Organisations (ACCOs) which we know are best placed to deliver better outcomes for Aboriginal children and young people in care. We continue to work hard to embed Aboriginal family and community decision-making and to privilege the voices of Aboriginal children and young people. In DCP, we value cultural identity, and recognise its strength as a protective factor for Aboriginal children and young people in care. We know there is more to be done to close the gap for Aboriginal children and young people.

In continuing to shape our care settings to be therapeutic and best meet the needs of children and young people, we have:

- Invested in initiatives focused on enhancing our practice and providing support to our child protection practitioners
- Launched a Child and Youth Engagement Strategy that will create opportunities for children and young people in care to have their voices heard and deliver decisions that improve the system
- Expanded the Disability and Development Program to offer more support to carers of children with disability and developmental delay

- Continued implementing the Sanctuary Model of therapeutic care and embedding trauma-informed practice across all of our residential care homes
- Recruited an additional 78 primary foster carers above attrition, to make more family based placements available for children and young people in care
- Established new Placement and Support Packages (PaSP) to provide short term, individualised and targeted accommodation and support packages based on specific needs
- Initiated a rolling recruitment response to provide staffing for residential care with an additional 136 child and youth workers commencing in 2020-21
- Designed a new model of Supported Independent Living Services with a stronger focus on supporting young people in care to develop the skills to live independently and prepare for adult life
- Established new specialist disability residential care service models.

Over the past year, other specific areas of focus and activities include:

- Instituting regular engagement with child protection Heads of Industry to address key challenges and opportunities together
- Continuing to embed the Carer Statement of Commitment into every day practice, including enhancing the carer review process
- Creating new opportunities to engage with foster and kinship carers, including through the planning, preparation and development of our Caring Together newsletter
- Fostering partnerships with government agencies to drive cross-sector priorities, including with the Department of Human Services (DHS) to provide support to families at risk of child protection engagement and the Department for Education to support children in care in government schools
- Securing new services and programs offering priority access to children and young people in care through expansion of the Investing in their future initiative
- Supporting the process of review into DCP's significant incident policies and procedures and acting swiftly to implement recommended changes as part of the ongoing commitment to continuous improvement.

There will always be more to do, and I am grateful for the continued commitment of all those who work in child protection. Specifically, I would like to acknowledge the professionalism and expertise that the department's staff bring to their work, which is making a difference in the lives of children and young people each and every day. Together with our workforce, I recognise the generosity of our foster and kinship carers who make a tremendous contribution to caring for children and young people, helping them heal from trauma and creating a sense of belonging in their homes, and in the community.



Cathy Taylor

Chief Executive

Department for Child Protection

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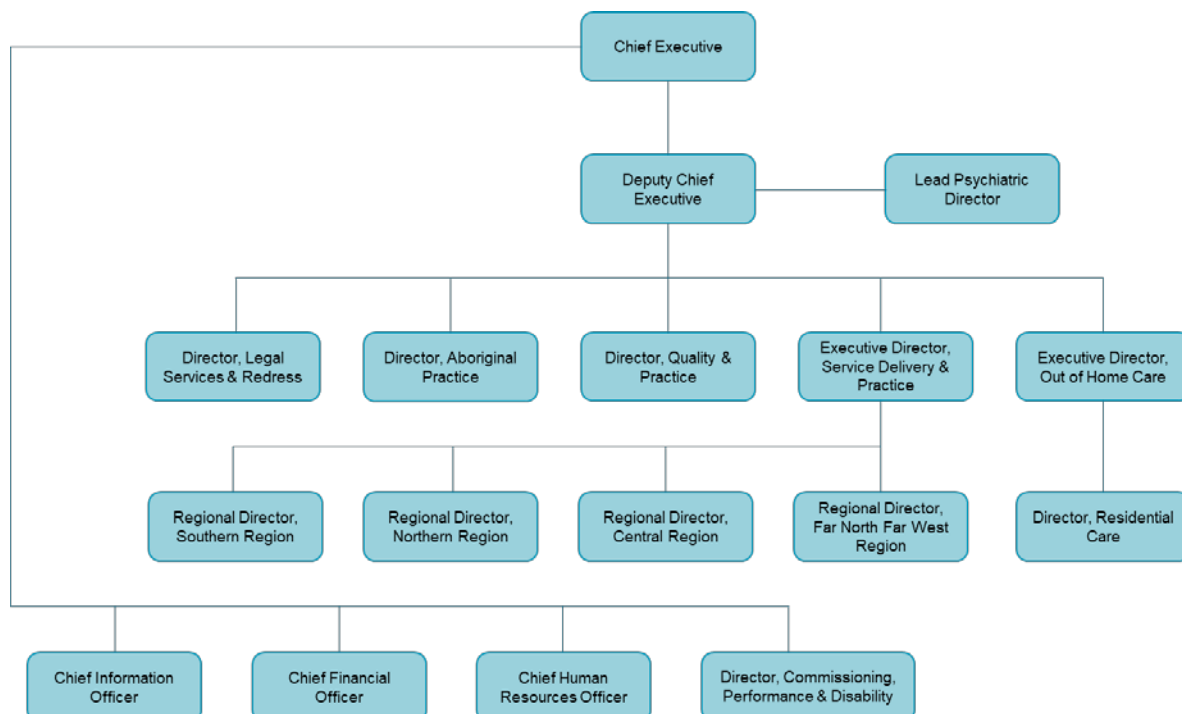
Overview: about the agency

Our strategic focus

Our Purpose	The Department for Child Protection's (DCP) purpose is to care for and protect at risk children and young people by working together to address abuse and neglect and to keep them safe from further harm. In all that we do, we value children's voices and reflect their views.
Our Vision	DCP's vision is for all children and young people to grow up safe, happy, healthy and nurtured to reach their full potential.
Our Values	<ul style="list-style-type: none"> • Respect • Trust • Courage
Our functions, objectives and deliverables	<ul style="list-style-type: none"> • DCP has a leadership role in the South Australian Government's child protection strategy - Safe and well: Supporting families, protecting children - which focuses on across government reform in 3 areas: <ul style="list-style-type: none"> ○ supporting families at risk of entering the child protection system to safely care for their children ○ protecting children and young people from harm including when they are in care, and ○ investing in young people in care, and on leaving care, to provide them with opportunities for a bright future. <p>The Department's Strategic Plan sets out its key areas of focus:</p> <ul style="list-style-type: none"> • Achieving practice excellence - Staff are supported to develop and use best practice in their work with children, young people, families and carers • Honouring the Aboriginal Child Placement Principle - We will address the disproportionate number of children in care by involving Aboriginal families and communities in decisions about the care of their children • Partnering with carers - Carers are respected and valued as partners in the care team and are supported to meet the needs of children and young people in their care • Supporting our staff - We recruit, develop and support our staff with systems, processes and workplaces that enable them to be effective and efficient in their work and maintain their wellbeing

	<ul style="list-style-type: none"> • Working together - We team up with our service partners to improve outcomes for families, children, young people and carers • Designing a care system based on need - The individual needs of children and young people are well understood and inform the services and support we provide • Delivering quality and safety - We are accountable and transparent in the services we provide and invest to strengthen quality and safety.
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Our organisational structure



Changes to the agency

During 2020-21, there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

Our Minister



The Honourable Rachel Sanderson MP is the Minister for Child Protection. The Minister is responsible for the care and protection of children and young people in South Australia. The Minister is also responsible for promoting the wellbeing of children and young people, and supporting early intervention where there may be a risk of harm.

Our Executive team

- Chief Executive
- Deputy Chief Executive
- Lead Psychiatric Director
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Information Officer
- Executive Director, Service Delivery and Practice
- Regional Director, Northern Region
- Regional Director, Far North Far West Region
- Regional Director, Central Region
- Regional Director, Southern Region
- Executive Director, Out of Home Care
- Director, Residential Care
- Director, Aboriginal Practice
- Director, Quality and Practice
- Director, Legal Services and Redress
- Director, Commissioning, Performance and Disability

Legislation administered by the agency

- *Adoption Act 1988*
- *Adoption (General) Regulations 2018*
- *Adoptions (Fees) Revocation Regulations 2020*
- *Child Protection Review (Powers and Immunities) Act 2002*
- *Children and Young People (Safety) Act 2017*
- *Children and Young People (Safety) Regulations 2017*
- *Children's Protection Law Reform (Transitional Arrangements and Related Amendments) Act 2017 (administered by Department of Human Services)*
- *Commission of Inquiry (Children in State Care and Children on APY Lands) Act 2004*
- *Family and Community Services Act 1972*
- *Family and Community Services Regulations 2009*

The agency's performance

Performance at a glance

The Department for Child Protection (DCP) is continuing to deliver positive change under a well-defined strategic reform agenda for the child protection system.

Released in December 2019, DCP led the development of Safe and well: Supporting families, protecting children, which sets out the State Government's vision for reform of the broader child protection system. In November 2020, DCP coordinated publication of the first annual report against this strategy. The report highlighted the achievements and reforms underway across government for children and young people in care and for families whose children are at risk of entering the child protection system.

At a departmental level, DCP has been pursuing an active agenda through a series of annual action plans detailing how the department will deliver on its 3-year strategic plan. A number of other strategic documents are providing clarity for the department's staff, key partners and the sector about DCP's direction in specific areas of focus and action, including:

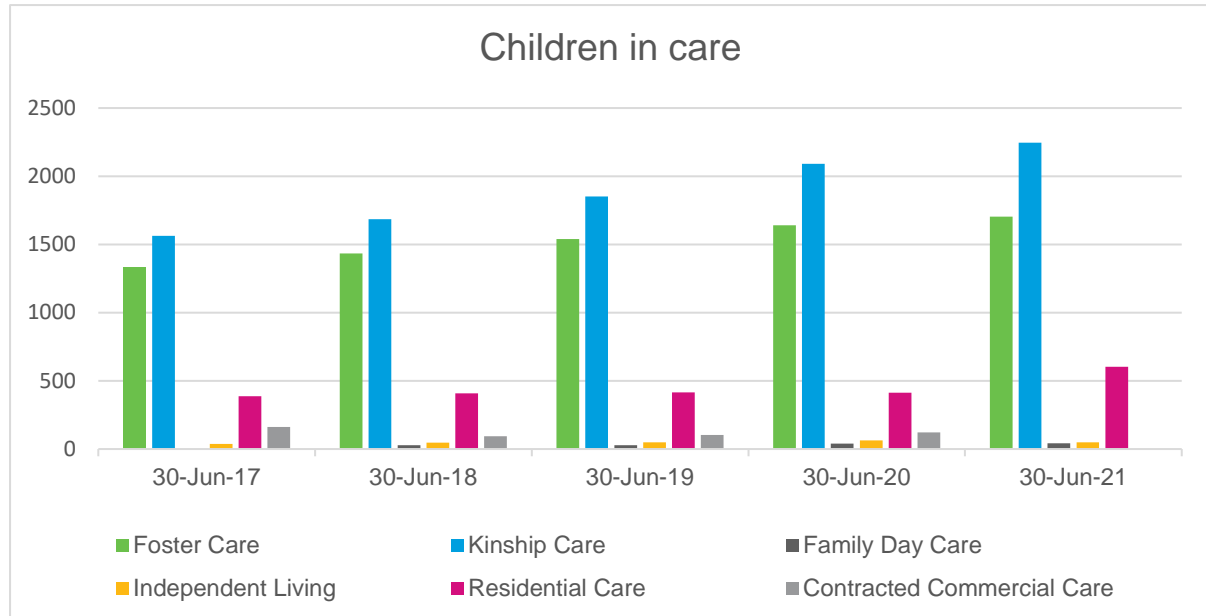
- The second Aboriginal Action Plan in 2020-21 to embed the Aboriginal Child Placement Principle in all parts of the department's business and child protection practice.
- Every effort for every child, released in January 2020, which continues to direct the department's 3-year plan to reform the in care system for children and young people. There are actions across 5 priority areas to deliver a needs based system, grow family based care, transform non-family based care, improve transition from care and enhance quality and safety.
- The DCP Disability Access and Inclusion Plan 2020-2024, which outlines the steps we will take to improve outcomes for children and young people in care, carers and our workforce with disability, as well as to improve accessibility of the services we both fund and deliver.

Over the past year, DCP has deliberately and actively pursued partnerships with government, non-government and philanthropic organisations to expand the Investing in their future initiative. This includes extending eligibility and adding new services offering priority access for children and young people in care, and who have left care.

DCP and the Department for Education worked closely to better support educational outcomes for children and young people in care. The two departments committed to a joint plan of action to enhance communication, strengthen accountability and streamline access to integral education supports and services.

As the number of children and young people in our community requiring a child protection response to keep them safe has increased, DCP has remained committed to enhancing the system on all fronts. This includes increasing the system's capacity for family based care as well as building our workforce capacity. The department has implemented the new practice approach in our case work rolled out the Sanctuary model of care as part of our efforts in transforming DCP's residential care settings and recruited new employees to increase the residential care workforce.

All of this is done with the aim of making a difference for the children and young people who are in care, to be safe, happy and healthy and looking forward to a bright future.



CHILDREN IN CARE	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21
Foster Care	1333	1434	1540	1641	1705
Kinship Care	1563	1684	1852	2090	2247
Family Day Care	N/A	29	28	40	41
Independent Living	38	47	50	63	50
Residential Care	388	408	415	413	604
Contracted Commercial Care	162	93	103	123	0

NB Contracted Commercial Care arrangements ceased on 9 October 2020.

The National Redress Scheme (NRS) commenced on 1 July 2018. Between 1 July 2019 and 30 June 2021, DCP received 756 Requests for Information (RFIs) in relation to 357 applicants. Approximately 23% of applicants identified as Aboriginal. Of the applications received by DCP, 206 have received an offer from the NRS. A total of 194 survivors have accepted an offer of redress; and two survivors have sought and received a Direct Personal Response.

Agency contribution to whole of Government objectives

Key objective	Agency's contribution
More jobs	<ul style="list-style-type: none"> Coordinated recruitment campaigns for additional Social Workers and Case Managers to reduce vacancy rates and respond to growth in demand. Recruited 136 new Child and Youth Workers into residential care. Established an Aboriginal Cadetship Program with our first Legal Cadet commencing in July 2021, and a number of social work cadets to commence during 2021-22. Continued our commitment to supporting Aboriginal Traineeships as part of the South Australian Government's Skilling SA initiative. Provided 128 social work placements to support students completing their tertiary studies. Supported 112 staff to complete a Certificate IV in Child and Youth Family Intervention. Increased procurement from ACCOs to 7.9%. Recruited an additional 10 allied health staff in the Disability and Development Program.
Lower costs	<ul style="list-style-type: none"> Increased the number of children and young people in family based placements. Reduction of short term accommodation expenditure by investing in long term private leases. Developed and facilitated in-house assessment centres to streamline and improve the quality of recruitment and selection processes for Child and Youth Workers into residential care. Partnered with TAFE SA to reduce costs in the delivery of Certificate IV training to new residential care workers. Reduction of child care expenditure by maximising foster carer registration for federal government child care subsidies. Ceased use of commercial care contracts.
Better Services	<ul style="list-style-type: none"> Continued to deliver on our commitment to increase family based care, including through the recruitment of 78 primary foster carers above attrition.

Key objective	Agency's contribution
	<ul style="list-style-type: none"> Continued implementation of the Sanctuary Model of therapeutic care and embedding trauma-informed practice across all of our residential care homes. Established new placement models to better meet the needs of children and young people, including PaSP, Supported Independent Living Services and specialist disability residential care packages. Maintained Aboriginal employment at approximately 5%, and continued to develop the cultural capability of our workforce in line with the Aboriginal Child Placement Principle. Upskilled employees through the South Australian Government's Skilling SA initiative. Launched a Child and Youth Engagement Strategy, creating opportunities for children and young people to have their voices heard and for decisions to be made to improve the system. Invested in a community led process to support the design and implementation of a Peak Body for Aboriginal Children and Young People. Initiated regular engagement with child protection Heads of Industry to address key challenges and opportunities together. Converted the successful Family Group Conferencing pilot into an ongoing program, with a strong focus on supporting Aboriginal families. Recommissioned Family Reunification Services that meets the needs of children and families. To date, 9 service providers have contracts with DCP to enable them to provide reunification services. Increased procurement from ACCOs from 6.3% in 2019-20 to 7.9% in 2020-21. Increased the number of children and young people in care with a current National Disability Insurance Scheme (NDIS) plan to 1,113 - 23.5% of all children in care, up from 19% at 30 June 2020. Secured new services and programs offering priority access to children and young people in care through a refreshed and expanded Investing in their future initiative, including: <ul style="list-style-type: none"> 200 scholarships through Catholic Education, and other scholarships that are currently

Key objective	Agency's contribution
	<p>being negotiated with specialist independent schools</p> <ul style="list-style-type: none"> o partnering with the Australian Dental Foundation and SA Dental to provide children and young people in care, and eligible care leavers, with free or low cost dental and orthodontic services.

Agency specific objectives and performance

Agency objectives	Indicators	Performance
<p><u>Achieving practice excellence</u></p> <p>Staff are supported to develop and use best practice in their work with children, young people, families and carers.</p>	Increase staff participation in learning and development.	DCP encourages and supports staff to participate in whole of government leadership development programs, and in both internal and external professional and practice development activities that aim to build the capability of our workforce, strengthen the quality of services, and provide career opportunities for our staff.
	Increase case plans for children and young people in care.	As at 30 June 2021, 97.7% of children and young people had an approved and completed case plan.
	Increase response to screened-in calls.	65.4% were investigated or referred for a response compared to 55.1% in 2019-20.
<p><u>Honouring the Aboriginal Child Placement Principle</u></p> <p>We will address the disproportionate number of children in care by involving</p>	Increase Aboriginal employment.	<p>DCP has continued to work towards delivering on our commitments outlined in the Aboriginal Employment Strategy 2019-2022.</p> <p>At 30 June 2021, DCP employed 121 employees who identify as Aboriginal, compared to 123</p>

Agency objectives	Indicators	Performance
Aboriginal families and communities in decisions about the care of their children.		employees at 30 June 2020 and 117 employees at 30 June 2019.
	Increase and expand procurement from Aboriginal Community Controlled Organisations.	Increased procurement from ACCOs to 7.9% from 6.3% in 2019-20.
	Increase number of children placed in accordance with the Aboriginal Child Placement Principle.	As at 30 June 2021, the number of Aboriginal children and young people placed in accordance with the Aboriginal Child Placement Principle was 1,092 (65.2%) compared to 977 (63.7%) in 2020.
<u>Partnering with carers</u> Carers are respected and valued as partners in the care team and are supported to meet the needs of children and young people in their care.	Increase net number of foster carers.	There was a net increase of 78 primary foster carers for the 2020-21 financial year.
	Increase carer participation in annual case planning.	As at 30 June 2021, the rate of carer participation in Annual Reviews was 71.5% an increase from 68.4% in 2019-20.
	Increase the proportion of carers who have a child in their care.	As at 30 June 2021, the percentage of approved primary foster carers who have had at least one child placed in their care was 67.3%, an increase of 4.4 percentage points from 62.9% in 2020. Excluding emergency/respice/specialist respice carers at 30 June 2021, this increases to 78.5%.
<u>Supporting our staff</u> We recruit, develop and support our staff with systems, processes and workplaces that	Increase work health and safety.	Supporting the health and safety of our staff through the Wellbeing Framework. The rate of new workplace injury claims has reduced by 0.8%. Partnered with the South Australian Health and Medical

Agency objectives	Indicators	Performance
enable them to be effective and efficient in their work and maintain their wellbeing.		Research Institute (SAHMRI) Wellbeing and Resilience Centre to further inform strategies for improving staff wellbeing.
	Increased digitisation of services	Increased the use of devices that support workforce mobility across the department. Expanding on the new enterprise Data and Analytics Hub reporting and dashboarding capabilities and continuing to support the department with online records management with ongoing training and support for Digital Workspace. Developed and implemented online information and communication technology (ICT) training programs.
	Increase engagement with the I WORK FOR SA Your Voice Survey	64% of employees participated in the 2021 I Work For SA Your Voice Survey, sharing their views about our progress in the areas of enabling high performance, leadership, values, employee wellbeing and career and working conditions. The results showed improvement in all 7 areas of work covered by the survey, with 5 of 7 areas better than the South Australian public sector average.
<u>Working together</u> We team up with our service partners to improve outcomes for families, children, young people and carers.	Increase stakeholder engagement.	Initiated regular engagement with child protection Heads of Industry to address key challenges and opportunities together. Commenced work on a refreshed carer engagement approach to support the Carer Statement of Commitment. Continued to work closely with key partners including Connecting

Agency objectives	Indicators	Performance
		Foster and Kinship Carers SA, CREATE, SNAICC, Reconciliation SA and Child and Family Focus SA.
	Increase participation of children in education, training and employment.	<p>62 young people completed the South Australian Certificate of Education (SACE) in 2020 compared to 51 in 2019.</p> <p>DCP and the Department for Education worked closely to better support the educational outcomes for children and young people in care. The two departments committed to a joint plan of action to enhance communication, strengthen accountability and streamline access to integral education supports and services.</p>
	Increase family engagement in support services	Family Group Conferencing commenced in January 2020, with an emphasis on cultural safety and responsiveness for Aboriginal families. As at 30 June 2021, 146 families had been referred in the 2020-21 financial year. DCP has funded an Aboriginal-specific service delivered by Aboriginal Family Support Services.
	Reduce the rate of children coming into care.	DCP has worked with DHS to implement a Child and Family Support System which aims to support vulnerable families to safely care for their children at home and reduce the need for children and young people to come into care. During the 2020-21 financial year the rate of growth for the number of children and young people coming into care decreased, with a growth rate of 6.4% as at 30 June 2021

Agency objectives	Indicators	Performance
		compared to 9.6% as at 30 June 2020.
<p><u>Designing a care system based on need</u></p> <p>The individual needs of children and young people are well understood and inform the services and support we provide.</p>	Reduce the average length of stay per child in emergency care placements.	<p>As at 30 June 2021, there were no children residing in commercial care placements.</p> <p>DCP developed the PaSP model to provide short-term, individualised and targeted support specific to the needs to children and young people.</p>
	Increase the percentage of children in family based care.	As at 30 June 2021, 85.9% of children and young people in care resided in family based placements.
	Reduce number of children who experience more than 2 placements.	As at 30 June 2021, 71.7% of children and young people who have been in care for 12 months or more have experienced more than 2 placements within the previous 2 years.
<p><u>Delivering quality and safety</u></p> <p>We are accountable and transparent in the services we provide and invest to strengthen quality and safety.</p>	Reduce the time taken to finalise investigations of serious care concerns.	There has been a 75.9% reduction in open serious care concern cases, compared to June 2020.
	Increase the percentage of complaints resolved within policy timeframes.	In 2020-21, 98.9% of all complaints received were resolved within policy timeframes (30 days), compared to 82.7% in 2019-20.
	Improve outcomes in quarterly performance reviews.	As above.

Corporate performance summary

During 2020-21, DCP continued to contribute towards a number of key corporate initiatives, including:

- Increased the number of Aboriginal children and young people in care with a current and approved Aboriginal Cultural Identity Support Tool or Cultural Plan - 92.7% at 30 June 2021, up from 56.6% at 30 June 2020.
- Committed additional funding to convert the successful Family Group Conferencing pilot run by Relationship Australia South Australia into an ongoing program, with further funding also provided to trial a new program for Unborn Child Concerns with a focus on Aboriginal families.
- Established PaSP to provide children and young people with individualised care and placement management services to support transition into longer-term placements.
- Redesigned Supported Independent Living Services to ensure young people are in stable ongoing accommodation when they leave care and reducing the risk of homelessness.
- Recruited an additional 78 primary foster carers above attrition.
- Increased the number of kinship carers supported by ACCOs to provide culturally responsive support to kinship carers of Aboriginal children and young people.
- Negotiated increased priority access services for children and young people in care, or with a care experience, with government, non-government and private sector partners.
- Increased the number of children and young people in care with a current NDIS plan to 23.5% of all children in care at 30 June 2021, up from 19% at 30 June 2020.
- Released the department's first Disability Access and Inclusion Plan 2020-2024 that sets out actions to improve the experience and outcomes of children and young people, parents, carers and staff with disability.
- Increased procurement from ACCOs from 6.3% in 2019-20 to 7.9% in 2020-21.
- Increased the department's overall full-time equivalent (FTE) and reduced vacancies, including through a new approach to the recruitment of Child and Youth Workers in residential care.
- Continued to increase staff's cultural responsiveness through the Aboriginal Cultural Footprint training program.
- Moved to smaller residential facilities, reducing large residential units through divestment and refurbishment including the sale of the Queenstown Community Unit.

Employment opportunity programs

Program name	Performance
Aboriginal Employment	<p>DCP implemented the Aboriginal Employment Strategy 2019-2022 which outlines a range of initiatives to support employment and retention of Aboriginal people.</p> <p>At 30 June 2021, DCP employed 121 employees who identify as Aboriginal, compared to 123 employees at 30 June 2020 and 117 employees at 30 June 2019.</p>
Skilling SA Signature Project	<p>DCP actively contributes to the South Australian Government Skilling SA Signature Project, supporting the employment of trainees and upskilling of employees in the public sector.</p> <p>During the 2020-21 financial year, the department successfully commenced 33 Contracts of Training under this initiative, compared to 14 in 2019-20.</p>
Disability Employment	<p>DCP released its first Disability Access and Inclusion Plan 2020-2024, outlining the steps that will be undertaken over the next four years to improve outcomes for children and young people, carers and our workforce with disability, as well as to improve employment opportunities for people with a disability, and accessibility of the services.</p> <p>The plan was developed in consultation with key DCP stakeholders, DCP staff and the general public, and is aligned to the themes and priority areas set out within Inclusive SA: State Disability Inclusion Plan 2019-23.</p>
Gender Equality and Respect	<p>DCP is implementing actions outlined in its Gender Equality and Respect Action Plan, demonstrating its commitment to support gender equality. In April 2021, DCP achieved re-accreditation as a White Ribbon Accredited Workplace for a further 3 years, reaffirming its commitment to ending gendered violence against women, and supporting employees in the workplace who may be experiencing domestic violence.</p>
Diversity and Inclusion	<p>DCP released our Diversity and Inclusion Action Plan 2020-22, responding to the South Australian Public Sector Diversity and Inclusion Strategy 2019-21, and linking our existing strategies and plans including the Aboriginal Employment Strategy, Reconciliation Action Plan, Disability Access and Inclusion Plan and Gender Equality and Respect Action Plan.</p>

Agency performance management and development systems

Performance management and development system	Performance
Performance Development Plans	<p>As at 30 June 2021, 61% of employees had recorded the completion of a Performance Development Plan within the previous 6 months, compared to 57.6% in June 2020.</p> <p>DCP is committed to improving performance, and has procured a performance management system for implementation during 2021-22.</p>

Work health, safety and return to work programs

Program name	Performance
Management of significant agency risks	<p>The department continued to develop and improve its Work Health Safety (WHS) systems, and the effectiveness of its Injury Management systems. Audit Verification undertaken by Deloitte demonstrated significant development and an increased maturity rating of the department's WHS and Injury Management systems.</p> <p>Safe Work Method Statements (SWMS) have been developed where appropriate to support safe work practices, and departmental WHS procedures are in place.</p>
Employee Wellbeing	<p>The department has continued to support staff wellbeing through the initiatives for staff support outlined in its Wellbeing Framework such as the 'Mentally Healthy Workplaces' and 'Healthy workers, healthy futures', and partnering with the South Australian Health and Medical Research Institute's Wellbeing and Resilience Centre to undertake a survey to assess staff health and inform future wellbeing initiatives.</p>

Workplace injury claims	2020-2021	Past year 2019-20	% Change (+ / -)
Total new workplace injury claims	121	122	-0.8%
Fatalities	0	0	0
Seriously injured workers*	0	0	0
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	30.2	25.38	+19%

*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	2020-2021	Past year 2019-20	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	2	7	-71%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0

Return to work costs**	2020-2021	Past year 2019-20	% Change (+ / -)
Total gross workers compensation expenditure (\$)	6,047,219	5,540,932	+9%
Income support payments – gross (\$)	2,042,450	1,784,545	+14%

**before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/1f5439d0-0e78-4c34-8c0f-44a820ae07b1>

Executive employment in the agency

Executive classification	Number of executives
EXECOF	1
SAES 2	4
SAES 1	9

Data reflects the number of employees under an executive contract as at 30 June 2021, this figure does not include vacancies or persons employed on executive backfill arrangements (non-executive contracts) at this date.

Data for previous years is also available at:

<https://data.sa.gov.au/data/dataset/51fa28a7-5220-45e0-ab73-92472f1b2c00>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2020-21 are attached to this report.

Statement of Comprehensive Income	2020-21 Actual \$000s	Past year 2019-20 \$000s	Variation \$000s
Total Income	614 117	575 738*	38 379
Total Expenses	628 632	574 123*	54 509
Net Result	(14 515)	1 615	(16 130)
Total Comprehensive Result	(13 432)	3 846	(17 278)

*2019-20 Annual Report transposed the figures for Total Income and Total Expenses

Statement of Financial Position	2020-21 Actual \$000s	2019-20 Actual \$000s	Variation \$000s
Current assets	37 824	42 953	(5 129)
Non-current assets	44 649	43 303	1 346
Total assets	82 473	86 256	(3 783)
Current liabilities	62 171	55 196	6 975
Non-current liabilities	54 422	51 748	2 674
Total liabilities	116 593	106 944	9 649
Net assets	(34 120)	(20 688)	(13 432)

Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$6,000

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
FRAGILE TO AGILE(ASIA PAC) P/L	DCP ecosystem architecture review and proposal of enterprise architecture.	\$260,800

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/0ec74e12-fdd5-46d5-9341-70f3af068262>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$114,054

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Hays Specialist Recruitment	HR – Short term staffing	\$490,759
FSE Consulting	Professional Services – Contract reform	\$308,960
Chamonix IT Management Consulting (SA) Pty Ltd	Professional services – ICT services	\$301,194
Talent International (SA) Pty Ltd	HR – Short term staffing	\$216,442

Contractors	Purpose	\$ Actual payment
Hudson Global Resources (Aust) Pty Ltd	HR – Short term staffing	\$140,430
Zed Management Consulting	Reviews of clinical lead roles and Family Group Conferencing	\$109,360
Timetarget Pty Ltd	Professional services – ICT services	\$95,959
Women's Safety Services SA	HR – Short term staffing	\$77,127
Arcblue Consulting (Aus) P/L	HR – Short term staffing	\$68,730
DFP Recruitment Services	HR – Short term staffing	\$62,357
Insync Solutions Pty Ltd	Professional services – ICT services	\$61,538
PsychCheck Pty Ltd	Professional services – Psychological assessments	\$60,790
Totalspace Design	Professional services – Architecture	\$52,070
Psychmed	Professional services – Psychometric assessments	\$48,300
KKIT	Professional services – ICT services	\$39,690
BDO Australia	Professional services – Probity advisory services	\$38,299
Randstad Pty Ltd	HR – Short term staffing	\$36,590
Contour Management	Professional services – Architecture	\$29,360
Gordon McIntyre Consulting	HR – Short term staffing	\$26,915
Manpower Services Australia Pty Ltd	HR – Short term staffing	\$21,709

Contractors	Purpose	\$ Actual payment
NEC IT Services Aust Pty Ltd	Professional services – ICT services	\$18,804
McArthur Management Services	Professional services – Human Resources	\$15,000
T & T Electrical Serv Pty Ltd	Professional services – Electrical services	\$14,700
Kornar Winmil Yunti Aboriginal Corp	Professional services – Collaborative Intervention	\$13,836
Code For Aus Pty Ltd	Professional services – ICT services	\$12,500
Valcorp Australia Pty Ltd	Professional services – Asset valuation report	\$12,500
SRA Information Technology Pty Ltd	Professional services – ICT services	\$11,720
Considered Image	Professional services – Filming, video editing and graphic design	\$10,800
	Total	\$2,396,439

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/e87cca76-bbf0-47c6-a4ab-4bdd6549bddb>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts](#).

The website also provides details of [across government contracts](#).

Risk management

Risk and audit at a glance

The DCP Internal Audit and Risk team continued to work with all areas of the department in reviewing and updating the strategic and operational risk registers. The DCP risk management policy and framework has been reviewed and updated.

Internal audit reviews have been undertaken in line with DCP's three-year internal audit plan. This has included reviews relating to Out of Home Care, Finance and Corporate Services and Non-Government Organisation (NGO) Licensing. A revised three-year Internal Audit Plan for 2021 to 2024 has been developed which will provide continued coverage of the key strategic and operational risks.

The Internal Audit Framework/Charter has also been updated to ensure it reflects the current operations of Internal Audit and Risk within DCP.

Fraud detected in the agency

Category/nature of fraud	Number of instances
False log entries	2
Timesheet hours	1
Outside employment	1

NB Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

The DCP Fraud and Corruption Control Framework has been updated to more closely align with the Australian Standard – AS 8001:2008 Fraud and Corruption Control. The framework:

- formalises the processes and strategies for preventing, detecting and responding to actual, alleged or suspected fraud
- contributes to a departmental culture that is aware of the risks of fraud
- ensures all employees are aware of their reporting obligations.

A range of prevention activities are documented within the framework. These are supported by additional control activities to detect and respond to fraud, corruption or other criminality, misconduct or maladministration, including:

- Internal and external audit programs
- Reporting and governance frameworks
- Annual financial controls self-assessments.

DCP has developed a Fraud Risk Register that identifies the key fraud risk areas and the controls and treatments in place to mitigate these risks. This is reported to both the Senior Executive Group and the Performance and Risk Committee.

DCP address any suspected, alleged or proven instances of fraud, corruption or other criminal conduct, misconduct or maladministration by employees or other public officers, including through:

- Investigation by appropriately skilled and experienced personnel who are independent of the business unit in which the alleged conduct occurred
- Reporting to the Independent Commissioner Against Corruption (ICAC)
- Involvement of other authorities such as South Australia Police
- Compliance with the *Public Interest Disclosure Act 2018*.

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/d9725de4-0eba-4241-b51e-d0406dd52b8a>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018* in 2020-21: 1

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/f6b5f1d9-c2bc-44f6-9a26-fb76fb1f6a64>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Reporting by the Department for Child Protection

Children and Young People (Safety) Act 2017

Part 4 – Additional Reporting Obligations of the Chief Executive

Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out:

(a) the following information in respect of Aboriginal and Torres Strait Islander children and young people:

- (i) the extent to which case planning in relation to such children and young people includes the development of cultural maintenance plans with input from local Aboriginal and Torres Strait Islander communities and organisations;
- (ii) the extent to which agreements made in case planning relating to supporting the cultural needs of such children and young people are being met (being support such as transport to cultural events, respect for religious laws, attendance at funerals, providing appropriate food and access to religious celebrations);
- (iii) the extent to which such children and young people have access to a case worker, community, relative or other person from the same Aboriginal or Torres Strait Islander community as the child or young person;

DCP's capacity to report on section 156(1)(a)(ii) and (iii) is in development. As at 30 June 2021:

- The rate of case plan completion for Aboriginal children and young people in care is 97.1%.
- 92.7% of Aboriginal Children and Young People in care have a current and approved Aboriginal Cultural Identity Support Tool.

Children and Young People (Safety) Act 2017

Part 4 – Additional Reporting Obligations of the Chief Executive

Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out:

(b) the following information relating to case workers and children and young people in care:

- (i) whether a case worker has been allocated to each child and young person in care;

Children and Young People (Safety) Act 2017

- (ii) whether each child and young person in care has had face to face contact with their allocated case worker at least once in each month, and, if not, the extent to which those targets have been achieved; and
- (c) whether each child or young person under the guardianship of the Chief Executive until they are 18 years of age has a case plan that is developed, monitored and reviewed as part of a regular 6 monthly planning cycle and, if not, the extent to which that target has been achieved; and
- (d) the emergence of any recurring themes in the matters referred to in a preceding paragraph; and
- (e) the following information relating to recommendations of the Child Protection Systems Royal Commission (being information relating to the preceding financial year):
 - (i) the extent to which any outstanding recommendations have been implemented;
 - (ii) if a decision was made to implement a particular recommendation that the government, or the Minister or Chief Executive, had previously indicated would not be implemented—the reasons for that decision and the manner in which the recommendation is to be implemented;
 - (iii) if a decision was made not to implement a particular recommendation that the government, or the Minister or Chief Executive, had previously indicated would be implemented—the reasons for that decision; and
- (f) the number, and general nature, of placements of children and young people under section 77; and
- (g) any other matter prescribed by the regulations for the purposes of this paragraph

- As at 30 June 2021, all children and young people in care were allocated to a Primary Assigned Case Worker.
- DCP is progressing the implementation of a new enterprise Data Analytic Tool and internal reporting capabilities which support the monitoring of how many children and young people have had face to face contact with their allocated case worker at least once in each month.
- As at 30 June 2021, 97.7% of children and young people had a current and approved case plan.
- In the period from 1 July 2020 to 30 June 2021, 12 recommendations of the Child Protection Systems Royal Commission were completed. As at 30 June 2021, 222 recommendations were completed in total and 34 recommendations were yet to be completed (noting 4 recommendations were not accepted).

- DCP has reported on section 156(1)(e) in the form of the Safe and well: 2021 Annual Report, which is a comprehensive multi-agency response to the implementation of the Child Protection Systems Royal Commission recommendations available on the DCP website via the following link: <https://www.childprotection.sa.gov.au/child-protection-initiatives/system-reform/safe-and-well>
- During 2020-21, 952 children and young people were placed with a temporary carer.
- Of these 952 children and young people:
 - 813 children and young people remain in care
 - 139 children and young people are no longer in care.

Reporting by the Minister for Child Protection

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	Section 15 – Additional annual reporting obligations (detailed below)

Section 15(1)(a) detailing the role of the Minister, and the extent to which the Minister has performed the Minister's functions, in respect of the operation of this Act for the financial year ending on the preceding 30 June; and

This annual report details the role of the Minister and the extent to which the Minister has performed the Minister's functions for the 2020-21 financial year. In addition, the Minister has:

- Introduced amendments to the *Children and Young People (Safety) Act 2017* to strengthen the effective and efficient operation of the Act, and to give effect to changes which received overwhelming stakeholder support. These include amendments to ensure those involved in the administration of the legislation act in the best interests of children and young people, to more fully articulate the Aboriginal Child Placement Principle, and to provide a more streamlined pathway for adoption from care. A full review of the Act will commence in 2022-23.
- Released in December 2019, DCP led the development of Safe and well: Supporting families, protecting children, which sets out the State Government's vision for reform of the broader child protection system. DCP is coordinating publication of the second annual report against this strategy. The report highlights the achievements and reforms underway across government in 2020-21 for children and young people in care and for families whose children are at risk of entering the child protection system.

- Reformed the way the department engages with its government and non-government partners. DCP is developing an industry approach that facilitates partnerships with a continuous improvement focus. This includes reinvigorating partnerships with critical agencies such as the Department for Education to improve educational outcomes for children and young people in care. This new approach encompasses a range of activity, including the establishment of key events such as the triannual Out of Home Care Providers: Heads of Industry Forum and the inaugural SA Child Protection Awards. It also includes the development of a new strategic approach to sector engagement, to address key challenges and opportunities together, which has been well received by providers.
- Committed to hearing and learning from children and young people in care. To bring this commitment to life, DCP released a new Child and Youth Engagement Strategy 2021-2023, which has been co-designed by children and young people with a care experience. It will support DCP to ensure children and young peoples' thoughts, feelings and perspectives are at the core of child protection work, and inform policy and decision-making. The strategy's vision is to 'build a better child protection system, one that listens and empowers children and young people to have a voice in decision-making'. 'No Capes for Change' – a group comprising young people aged 15 to 25 years with a care experience - was actively involved in the development of the strategy.
- Launched a new Uniting Communities reunification program, called the Newpin program with a joint \$18.2 million commitment between the state and Commonwealth governments. The Newpin program involves parents and their children regularly attending a centre-based program for up to 18 months to engage in activities that promote wellbeing, improve parenting capacity and support the development of positive family relationships to support the return of children and young people to live safely with their families.
- Secured new services and programs offering priority access to children and young people in care through a refresh and expansion of the Investing in their future initiative, including:
 - Established the DCP Scholarship program, including the Catholic Education South Australia scholarship program and new scholarship programs with non-government schools such as SEDA College SA. The partnership with Catholic Education South Australia now provides up to 200 scholarships to primary and secondary-aged children and young people in care across all South Australian Catholic schools.
 - Partnered with the Australian Dental Foundation and SA Dental to provide children and young people in care, and eligible care leavers, with free or low cost dental and orthodontic services.
 - Extended services to care leavers between DCP and the SA Ambulance Service. Eligible young people leaving care have the opportunity, since January 2021, to access free ambulance cover until 21 years of age. While children and young people in care have previously had access to emergency hospital transport at no cost, this change recognises the health, wellbeing and other benefits to

supporting care leavers, and aligns with the extension of carer payments for young people of 21 years residing in family based care.

- Funded SNAICC, the national peak body for Aboriginal and Torres Strait Islander children, to work with South Australian Aboriginal communities, and the Commissioner for Aboriginal Children and Young People and other Aboriginal South Australians to develop options for a SA peak body to represent the interests of Aboriginal children and young people.
- Recommissioned Family Reunification Services that meets the needs of children and families. To date, 9 service providers have contracts with DCP to enable them to provide reunification services.
- Continued a 3-year Research Management Framework which has assisted in facilitating partnerships with research organisations and resulted in over 13 new research projects, the completion of 7 projects, and the publication of 10 journal articles on matters that affect young people that are at risk of entering or are in the child protection system.
- Announced the continuation of the DCP funded Family Group Conference Service as an ongoing program, and plans to trial two other Family Group Conferencing initiatives. Since the \$1.6m pilot began in January 2020, the Family Group Conferencing pilot has successfully supported children and young people to remain safely together with their families. Due to the success of the program, the Government has committed \$3.7m over 4 years to establish family group conferencing as an ongoing program. DCP has also committed to trialing a new conferencing program for Unborn Child Concerns and an Aboriginal-specific family group conferencing program.
- Continued to support research that positions our state as nation leaders in child protection practice, building our expertise and capacity to deliver better outcomes for children and young people in care. This includes partnerships with:
 - the Australian Centre for Child Protection at the University of South Australia, supporting PhD scholarships with a focus on supporting new and innovative ways to deliver better outcomes for children and young people.
 - Flinders University to deliver the Privileging Aboriginal Culture and Strength: Building Practice project.
- Expanding permanency options, which now includes open adoption for children and young people in care. Assessments are underway for a number of children to support their adoption.
- Developed new programs to better meet the needs of children and young people with PaSP, new specialist disability residential care, Aboriginal Kinship Care Support Program and a new model of Supported Independent Living Services.

- Secured South Australia's child protection and wellbeing strategic interests nationally through the Community Services Ministers and Children and Families Secretaries groups. This included:
 - co-leading with the Australian Government the development of Safe and Supported: National Framework for Protecting Australia's Children 2021-31 and a co-design process with national Aboriginal and Torres Strait Islander leaders
 - partnering with the Australian Government and states and territories to deliver the National Strategy to Prevent and Respond to Child Sexual Abuse 2021-30.
- As an essential service, operations continued through 2020-21, even as South Australia was feeling the full effect of the COVID-19 pandemic. This included sharing information to support our carers and non-government partners regarding restrictions and changes to service delivery.
- For young people in care with specialised needs, DCP announced a new specialised foster care pilot program in South Australia.
- Recruited an additional 78 primary foster carers above attrition, to make more family based placements available for children and young people in care.
- A new approach to the recruitment of Child and Youth Workers in residential care was introduced in late 2020.

(b) setting out the following information relating to the provision of family support services and intensive family support services to children and young people who are at risk and their families:

(i) the extent to which such services were provided by, or on behalf of, the State (including statistical data relating to the number of times such services were provided) during the financial year ending on the preceding 30 June;

(ii) the amount of resources allocated for the provision of such services by or on behalf of the State—

(A) during the financial year ending on the preceding 30 June; and

(B) during the current financial year;

(iii) the extent to which the allocated resources were, in fact, spent on the provision of such services during the financial year ending on the preceding 30 June.

The following information summarises the delivery of programs/services that relate to the provision of family support services and intensive services to children and young people who are at risk and their families.

Program/ Service	Description and Summary of Outcomes in 2020-21	Financial Information		
		2021-22 Budget \$m	2020-21 Actual expenditure \$m	2020-21 Budget \$m
Child and Family Assessment and Referral Networks (CFARN)	CFARN teams work with children and families to provide a coordinated, targeted and culturally appropriate earlier intervention approach to improve the safety, health, development and education outcomes where risk factors exist. CFARN is led by DHS in Northern Adelaide, Southern Adelaide and the Limestone Coast, and in Western Adelaide by Relationships Australia SA (non-government partner). There were 418 clients with 876 associated children serviced during 2020-21.	2.428	2.236	2.386
Child Wellbeing Practitioners	Child Wellbeing Practitioners deliver services to children and families to improve the safety and wellbeing of children who are identified as vulnerable and/or at risk of child protection within the state's public-school system. There were 595 families with 1,497 associated children serviced during 2020-21 (excluding country teams). In country teams, Child Wellbeing Practitioners and Family Practitioners were integrated - data is reported separately under Safer Family Services Country Teams.	8.159	7.039	8.034
Community Services Support Program (CSSP) - Family Support and Early Intervention	CSSP Family Support and Early Intervention services aim to improve child development outcomes in vulnerable families, and to prevent crises or problems escalating within vulnerable families that can lead to family conflict and family breakdown. 2,274 individuals were provided with family support and early intervention during 2020-21.	4.502	4.392	4.393

Program/ Service	Description and Summary of Outcomes in 2020-21	Financial Information		
		2021-22 Budget \$m	2020-21 Actual expenditure \$m	2020-21 Budget \$m
Community Support Program (CSP)	<p>The CSP stream is a transitional funding stream for organisations that do not yet meet the requirements of the CSSP. Two organisations were funded through the CSP stream in 2020-21, with both having a focus on supporting families of at-risk children or young people.</p> <p>One program has a focus on provision of information and advocacy (1,512 individuals were supported in 2020-21) while the other provides family support and early intervention (170 individuals received services in 2020-21).</p>	0.297	0.29	0.29
Family by Family	<p>Family by Family is delivered by a non-government organisation to children and families who are assessed as vulnerable to child abuse and neglect and who are at risk of being involved in the tertiary child protection system.</p> <p>There were 179 families with 367 associated children serviced during 2020-21 by Family by Family.</p> <p>There were 26 families with 55 associated children serviced during 2020-21 by the Virtual Village program, a COVID-19 initiative, which ceased on 31 December 2020.</p>	1.750	1.707	1.707
Family Practitioners	<p>Family Practitioners deliver a statewide service to children and families where child protection risks have been identified, to support children's overall safety and wellbeing within the state's Children's Centres.</p> <p>There were 470 families with 977 associated children serviced during 2020-21 (excluding country teams).</p> <p>In country teams, Child Wellbeing Practitioners and Family Practitioners were integrated - data is reported separately under Safer Family Services Country Teams.</p>	4.919	3.103	4.813

Program/ Service	Description and Summary of Outcomes in 2020-21	Financial Information		
		2021-22 Budget \$m	2020-21 Actual expenditure \$m	2020-21 Budget \$m
Family Preservation Services	<p>Family Preservation Services are delivered by non-government organisations to families to preserve and strengthen family relationships, ensuring children and young people can remain safely in the care of their families.</p> <p>There were 162 families with 399 associated children serviced during 2020-21.</p> <p>Services ceased on 30 March 2021 and were replaced by Intensive Family Services.</p>	0	2.998	3.996
Intensive Family Services	<p>Commencing on 31 March 2021, Intensive Family Services are delivered by non-government organisations and provides earlier, intensive and targeted support to families involving children aged 0-18 years with multiple and complex needs who have been identified as high to very high risk of entering the tertiary child protection system.</p> <p>There were 59 families with 145 associated children serviced during 2020-21.</p>	11.772	2.966	0
Northern Adelaide Intensive Support Pilot	<p>The Northern Adelaide Intensive Support Pilot is delivered by a non-government organisation to provide services to families whose children have been assessed by the Department for Child Protection (DCP) as being at imminent risk of having their child or children placed in care.</p> <p>There were 34 families with 94 associated children serviced during 2020-21.</p>	1.340	1.458	1.4
Safer Family Services Country Teams *	<p>In country teams, Child Wellbeing Practitioners and Family Practitioners were integrated into Safer Family Services Country Teams. There were 461 families and 1,131 associated children serviced during 2020-21 through the integrated Country Teams.</p>	N/A	N/A	N/A

Program/ Service	Description and Summary of Outcomes in 2020-21	Financial Information		
		2021-22 Budget \$m	2020-21 Actual expenditure \$m	2020-21 Budget \$m
Strong Start	Strong Start is a government led service in Northern and Southern Adelaide to support first time mothers experiencing multiple complexities in their lives, to create a safe and nurturing environment for their baby. There were 132 families with 144 associated children serviced during 2020-21.	1.388	1.419	1.365
Targeted Intervention Service	Targeted Intervention Services are delivered by non-government organisations to families to improve family functioning, support the prevention of family breakdown, decrease the occurrence of child abuse and neglect and to reduce the likelihood of children entering care. There were 247 families with 675 associated children serviced during 2020-21. Services ceased on 30 March 2021 and were replaced by Intensive Family Services.	0	4.848	6.465
Tiraapendi Wodli (Justice Reinvestment Port Adelaide)	As one part of the new Child and Family Support System, this program builds community capacity to reduce Aboriginal family violence and over-representation in youth justice and the child protection system. The Tiraapendi Wodli Priority Action Plan 2019-2021 identifies actions to strengthen local community capacity and deliver improvements across a range of indicators in education, employment, health, justice, and family safety. It also aims to improve the accessibility of government services and strengthen collaboration between government and Aboriginal people. 197 individuals and their families were provided with services during 2020-21.	0.422	0.410	0.410

Program/ Service	Description and Summary of Outcomes in 2020-21	Financial Information		
		2021-22 Budget \$m	2020-21 Actual expenditure \$m	2020-21 Budget \$m
Western Adelaide Intensive Support Pilot	The Western Adelaide Intensive Support Pilot is delivered by a non-government organisation to provide services to Aboriginal and Torres Strait Islander families whose children have been assessed by DCP as being at imminent risk of having their child or children placed in care. There were 12 families consisting of 23 individuals and 24 associated children serviced during 2020-21.	0.769	1.006	0.75

** Budget and Expenditure for the integrated Safer Family Services Country Teams is included under Child Wellbeing Practitioners, Family Practitioners, CFARN (DHS) and Strong Start.*

Section 15(1)(b)(iv) bench-marking the resources referred to in subparagraph (ii) and (iii) against those allocated and spent by other States and Territories in the provision of such services during the financial year ending on the preceding 30 June; and

The Report on Government Services (ROGS) details this information. It is published in January each year and is available from <https://www.pc.gov.au/research/ongoing/report-on-government-services>.

(c) providing any other information required by the regulations for the purposes of this paragraph.

	Indicators of Performance	Performance 2020-21	Performance Comparison to 2019-20
Responding to notifications	Total calls made to the Call Centre	66,833	In 2020-21 the number of calls to the Call Centre increased by 2.3% from 2019-20 (65,334).
	Number of calls answered	53,474	In 2020-21, 80.0% of calls to the Call Centre were answered, a 3 percentage point increase on the 77.7% (50,751) answered in 2019-20.
	Average wait time to the Child Abuse Report Line	11 min 49 sec	The average wait time to the Child Abuse Report Line (CARL) in 2020-21 was three minutes 33 seconds less than 2019-20 (15 min 22 sec).

	Indicators of Performance	Performance 2020-21	Performance Comparison to 2019-20
	Number of eCARL submissions	41,280	There were 3,784 (10.1%) more eCARL submissions in 2020-21 than in 2019-20 (37,496).
	Total number of notifications referred for an alternative response	17,683	Of the 17,683 notifications referred: <ul style="list-style-type: none"> • 9,142 were referred to an appropriate State Authority • 2,047 were referred to another Agency • 6,494 were referred for another outcome, including family meeting, case management response or internal service response.
Child protection responses	Number of notifications	80,175 (18,754 notifications for Aboriginal children and young people)	In 2020-21, there were 4,623 (6.1%) more notifications received than in 2019-20 (75,552). There were 1,035 (2.7%) fewer notifications screened-in for further assessment and response in 2020-21, than in 2019-20 (39,508).
	Number of screened-in notifications	38,473 (10,782 screened in notifications for Aboriginal children and young people)	Of the 2020-21 notifications, 48.0% were screened-in compared to 52.3% screened-in for 2019-20. Notifications for Aboriginal children comprised 23.4% of all notifications in 2020-21 compared to 23.0% (17,364) in 2019-20 and 28.0% of screened-in notifications compared to 27.7% (10,314) in 2019-20.

	Indicators of Performance	Performance 2020-21	Performance Comparison to 2019-20
Children placed on child protection orders	Total children placed on orders	2,728 (925 Aboriginal children and young people)	The number of children admitted to an order increased by 145 (5.6%) compared to 2019-20 (2,583). Aboriginal children comprised 33.9% of children admitted to an order in 2020-21 compared to 33.5% (866) in 2019-20.
	Children placed on orders for first time	1,013 (335 Aboriginal children and young people)	The number of children admitted to an order for the first time increased by 102 (11.2%) from 2019-20 (911). In 2020-21, 37.1% of children were admitted to an order for the first time, compared to 35.6% in 2019-20. Aboriginal children comprised 33.1% of children admitted to an order for the first time in 2020-21 compared to 33.7% (307) in 2019-20.
	Total children on a 12-month order at 30 June 2021	550 (187 Aboriginal children and young people)	At 30 June 2021, 60 (9.8%) fewer children were on a Guardianship for 12 months order, than at 30 June 2020 (610). Aboriginal children comprised 34.0% of children on a 12 month order at 30 June 2021 compared to 38.0% (232) in 2020.

	Indicators of Performance	Performance 2020-21	Performance Comparison to 2019-20
	Total children on an order until 18 years of age under Guardianship of the Chief Executive	3,907 (1,480 Aboriginal children and young people)	<p>The number of children on a Guardianship to 18 years order at 30 June 2021 increased by 254 (7.0%) from 30 June 2020 (3,653).</p> <p>Aboriginal children comprised 37.9% of children on an order to 18 years at 30 June 2021 compared to 36.1% (1,317) in 2020.</p>
Children in care	Number of children (0-17 years) in care at 30 June 2021	4,647 (1,675 Aboriginal children and young people)	<p>The number of children aged 0-17 years in care at 30 June 2021 increased by 277 (6.3%) to a total of 4,647 compared to 30 June 2020 (4,370).</p> <p>Similar proportions of children are in family based care in 2021 (85.9%). Family based care includes foster, kinship, specific child only and family day care.</p> <p>By 9 October 2020, all children who were placed in commercial properties had transitioned to residential care placements.</p> <p>The number of Aboriginal children aged 0-17 years in care at 30 June increased by 131 (8.5%) in 2021 from 2020 (1,544).</p> <p>Aboriginal children comprise 36.0% of the 0-17 year old in care population at 30 June 2021, compared to 35.5% in 2020.</p>
Child Protection Reform – Implementing A Fresh Start		Refer to Child Protection Systems Royal Commission reporting on our website.	

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2020-21
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	84
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	47
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	10
Communication	Communication quality	Inadequate, delayed or absent communication with customer	134
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	17
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	17
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	40
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	190
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	39
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	6

Complaint categories	Sub-categories	Example	Number of Complaints 2020-21
Service quality	Information	Incorrect, incomplete, out dated or inadequate information; not fit for purpose	30
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	18
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	5
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	83
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	41
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	9
		Total	770*

**Also included in the total figure of 770 is 7 general enquiries*

Note: the allocation of sub-category is driven by the content of the complaint. Therefore these figures relate to the complainants views of the department.

Public complaints received by Central Complaints Unit, Office of the Chief Executive

Additional Metrics	Total
Number of positive feedback comments	2
Number of negative feedback comments	47
Total number of feedback comments	49 – included in the total figure of 770
% complaints resolved within policy timeframes	98.94% resolved and responded within 30 days of receipt.

Data for previous years is available at:

<https://www.childprotection.sa.gov.au/documents/report/DCP-Annual-Report-2019-20.pdf>

Service Improvements

- The department's Complaints Policy and Procedure has been updated and is published on the intranet and internet.
- Updated practice guidance for staff across the agency was completed and is ongoing for 2021 calendar year.
- The updated policy and practice guidance is in accordance with the principles in the Australian/New Zealand Standard: Guidelines for Complaint Management in Organisations (AS/NZS 10002:2014), and is subject to regular review.
- The department's commitment to Aboriginal and Torres Strait Islander people's access to and understanding of the complaints process is evidenced by the policy and procedures containing a statement setting out a culturally safe and responsive practice.
- Basic performance reporting is captured by the Central Complaints Unit to ensure key performance targets are monitored.
- Current data systems are still relatively manual and rudimentary. Central record reporting only from 1 July 2020 to 30 June 2021.

Compliance Statement

Department for Child Protection is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector	Y
Department for Child Protection has communicated the content of PC 039 and the agency's related complaints policies and procedures to employees.	Y

Appendix: Audited financial statements 2020-21



Our ref: A21/107

20 September 2021

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State Administration Centre
200 Victoria Square
Adelaide SA 5000
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ABN 53 327 061 410
audgensa@audit.sa.gov.au
www.audit.sa.gov.au

Ms C Taylor
Chief Executive
Department for Child Protection
Level 1 East
31 Flinders Street
ADELAIDE SA 5000

Dear Ms Taylor

Audit of Department for Child Protection for the year to 30 June 2021

We have completed the audit of your accounts for the year ended 30 June 2021. Two key outcomes from the audit are the:

- Independent Auditor's Report on your agency's financial report
- audit management letters recommending you address identified weaknesses.

1 Independent Auditor's Report

We are returning the financial statements for Department for Child Protection, with the Independent Auditor's Report. This report is unmodified.

My annual report to Parliament indicates that we have issued an unmodified Independent Auditor's Report on your financial statements.

2 Audit management letters

During the year, we sent you audit management letters detailing the weaknesses we noted and improvements we considered you need to make.

Significant matters related to:

- foster carer reviews not being completed on time
- no reporting on the key performance indicator for foster carer reviews
- no documented process or approval for reassessing contract performance levels
- no documented key performance indicator data for agency care contracts

- 33% of performance development plans are overdue
- performance development plans are not completed on time for new employees.

We have received responses to our letters and will follow these up in the 2021-22 audit.

I have also included summary comments about these matters in my annual report. These identify areas we assessed as not meeting a sufficient standard of financial management, accounting and control.

What the audit covered

Our audits meet statutory audit responsibilities under the *Public Finance and Audit Act 1987* and the Australian Auditing Standards.

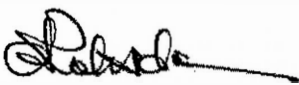
Our audit covered the principal areas of the agency's financial operations and included test reviews of systems, processes, internal controls and financial transactions. Some notable areas were:

- expenditure including child protection services
- payroll
- performance management
- carer reviews.

We concluded that the financial report was prepared in accordance with the financial reporting framework in this respect.

I would like to thank the staff and management of your agency for their assistance during this year's audit.

Yours sincerely



Andrew Richardson
Auditor-General

enc

INDEPENDENT AUDITOR'S REPORT



Government of South Australia

Auditor-General's Department

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State Administration Centre
200 Victoria Square
Adelaide SA 5000
Tel +618 8226 9640
Fax +618 8226 9688
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To the Chief Executive Department for Child Protection

Opinion

I have audited the financial report of the Department for Child Protection for the financial year ended 30 June 2021.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Department for Child Protection as at 30 June 2021, its financial performance and its cash flows for year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2021
- a Statement of Financial Position as at 30 June 2021
- a Statement of Changes in Equity for the year ended 30 June 2021
- a Statement of Cash Flows for the year ended 30 June 2021
- notes, comprising significant accounting policies and other explanatory information
- a Certificate from the Chief Executive and the Chief Financial Officer.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the Department for Child Protection. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

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

Responsibilities of the Chief Executive for the financial report

The Chief Executive is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* Australian Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987*, I have audited the financial report of the Department for Child Protection for the financial year ended 30 June 2021.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

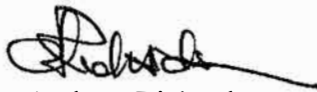
As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department for Child Protection's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive

- conclude on the appropriateness of the Chief Executive's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Andrew Richardson

Auditor-General

20 September 2021

Department for Child Protection

**Financial Statements
for the year ended
30 June 2021**

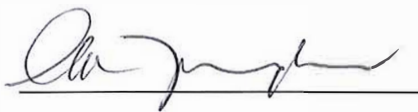
Department for Child Protection
Certification of the Financial Statements
for the year ended 30 June 2021

Certification of the financial statements

We certify that the:

- financial statements of the Department for Child Protection:
 - are in accordance with the accounts and records of the department; and
 - comply with relevant Treasurer's instructions; and
 - comply with relevant accounting standards; and
 - present a true and fair view of the financial position of the department at the end of the financial year and the result of its operations and cash flows for the financial year.

- internal controls employed by the Department for Child Protection for the financial year over its financial reporting and its preparation of financial statements have been effective.



Catherine Taylor
Chief Executive
15 September 2021



Joanne Male
Chief Financial Officer
15 September 2021

Department for Child Protection
Statement of Comprehensive Income
for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<u>Income</u>			
Appropriation	2.1	601 448	567 638
Commonwealth-sourced grants and funding	2.2	1 486	795
Fees and charges	2.3	1 102	1 166
Resources received free of charge	2.4	4 957	3 918
Other income	2.5	4 549	2 221
Net gain from disposal of property, plant and equipment	2.6	575	-
Total income		614 117	575 738
<u>Expenses</u>			
Employee benefits expenses	3.3	239 025	218 336
Supplies and services	4.1	54 391	53 671
Child protection services	4.2	323 905	286 054
Grants and subsidies	4.3	906	118
Depreciation and amortisation	4.4	4 466	3 404
Cash alignment transfers to Consolidated Account		5 624	12 163
Borrowing costs	4.5	36	50
Other expenses	4.6	279	327
Total expenses		628 632	574 123
Net result		(14 515)	1 615
<u>Other comprehensive income</u>			
Items that will not be reclassified to net result			
Changes in property, plant and equipment asset revaluation surplus	5.1	1 083	2 231
Total other comprehensive income		1 083	2 231
Total comprehensive result		(13 432)	3 846

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

Department for Child Protection
Statement of Financial Position
as at 30 June 2021

	Note	2021 \$'000	2020 \$'000
<u>Current assets</u>			
Cash and cash equivalents	6.1	31 341	39 042
Receivables	6.2	6 483	3 911
Total current assets		37 824	42 953
<u>Non-current assets</u>			
Receivables	6.2	459	212
Property, plant and equipment	5.1	43 796	43 051
Intangible assets	5.2	394	40
Total non-current assets		44 649	43 303
Total assets		82 473	86 256
<u>Current liabilities</u>			
Payables	7.1	25 117	23 980
Financial Liabilities	7.2	2 248	2 029
Employee benefits	3.4	29 581	24 854
Provisions	7.3	5 113	4 254
Other liabilities	7.4	112	79
Total current liabilities		62 171	55 196
<u>Non-current liabilities</u>			
Payables	7.1	2 846	3 346
Financial Liabilities	7.2	1 472	1 272
Employee benefits	3.4	30 077	35 863
Provisions	7.3	19 551	10 717
Other liabilities	7.4	476	550
Total non-current liabilities		54 422	51 748
Total liabilities		116 593	106 944
Net Assets		(34 120)	(20 688)
<u>Equity</u>			
Retained earnings	8.1	(40 927)	(26 412)
Asset revaluation surplus	8.1	6 807	5 724
Total Equity		(34 120)	(20 688)

The accompanying notes form part of these financial statements. The total equity attributable to the SA Government as owner.

Department for Child Protection
Statement of Changes in Equity
for the year ended 30 June 2021

	Note	Asset revaluation surplus	Retained earnings	Total equity
		\$'000	\$'000	\$'000
Balance at 1 July 2019		3 493	(28 027)	(24 534)
<u>Net result for 2019-20</u>		-	1 615	1 615
Gain/loss on revaluation of leasehold improvements and land during 2019-20	5.1	2 231	-	2 231
Total comprehensive result for 2019-20		2 231	1 615	3 846
Balance at 30 June 2020		5 724	(26 412)	(20 688)
<u>Net result for 2020-21</u>		-	(14 515)	(14 515)
Gain/loss on revaluation of land during 2020-21	5.1	1 083	-	1 083
Total comprehensive result for 2020-21		1 083	(14 515)	(13 432)
Balance at 30 June 2021		6 807	(40 927)	(34 120)

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

Department for Child Protection
Statement of Cash Flows
for the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Note		
<u>Cash flows from operating activities</u>		
<u>Cash inflows</u>		
Appropriation	601 448	567 638
GST recovered from the ATO	29 826	26 501
Receipts from Commonwealth-sourced grants and funding	1 486	795
Fees and charges	1 112	1 611
Other income	1 219	2 387
<u>Cash generated from operations</u>	<u>635 091</u>	<u>598 932</u>
<u>Cash outflows</u>		
Employee benefits payments	(229 703)	(222 529)
Payments for supplies and services	(54 261)	(54 516)
Payments for child protection services	(348 771)	(307 591)
Payments of grants and subsidies	(906)	(118)
Cash alignment transfers to Consolidated Account	(5 624)	(12 163)
Interest paid	(36)	(50)
Other payments	(285)	(253)
<u>Cash used in operations</u>	<u>(639 586)</u>	<u>(597 220)</u>
Net cash provided by / (used in) operating activities	8.2 (4 495)	1 712
<u>Cash flows from investing activities</u>		
<u>Cash inflows</u>		
Proceeds from the sale of property, plant and equipment	2 600	-
<u>Cash generated from investing activities</u>	<u>2 600</u>	<u>-</u>
<u>Cash outflows</u>		
Purchase of property, plant and equipment	(2 995)	(3 728)
<u>Cash used in investing activities</u>	<u>(2 995)</u>	<u>(3 728)</u>
Net cash provided by / (used in) investing activities	(395)	(3 728)
<u>Cash generated from financing activities</u>		
<u>Cash outflows</u>		
Repayment of principal portion of lease liabilities	(2 811)	(2 090)
<u>Cash used in financing activities</u>	<u>(2 811)</u>	<u>(2 090)</u>
Net cash provided by / (used in) financing activities	(2 811)	(2 090)
Net increase / (decrease) in cash and cash equivalents	(7 701)	(4 106)
Cash and cash equivalents at the beginning of the reporting period	39 042	43 148
Cash and cash equivalents at the end of the reporting period	6.1 31 341	39 042

The accompanying notes form part of these financial statements.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

1. About the Department for Child Protection

The Department for Child Protection (the department) is a government department of the State of South Australia. The department is established pursuant to the *Public Sector Act 2009* as an administrative unit acting on behalf of the Crown.

The department does not control any other entity and has no interests in unconsolidated structured entities. The financial statements and accompanying notes include all the controlled activities of the department.

Transactions and balances relating to administered resources are presented separately and are disclosed in Note 11. Except as otherwise disclosed administered items are accounted for on the same basis as the department's transactions.

1.1. Basis of preparation

The financial statements are general purpose financial statements prepared in compliance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards.

For the purposes of preparing the financial statements, the department is a not-for-profit entity. The financial statements are prepared based on a 12 month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

Income, expenses and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

Assets and liabilities that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Department for Child Protection

Notes to and forming part of the financial statements

for the year ended 30 June 2021

1.2. Objectives and programs

Objectives

Through the administration of the state's child protection statutory framework, the department's primary objective is to work with government and non-government agencies to keep children and young people safe from abuse and neglect.

The department receives, assesses, refers and investigates child protection notifications, and is required to make application to the court where it assesses that an order is required to ensure the safety of a child or young person. Where a court determines that a child or young person cannot remain safely at home, the department is responsible for the provision (either directly or indirectly) of quality care and case management and, when it is safe to do so, supports the reunification of children and young people with their families.

The department works closely with a range of government and non-government organisations so that children and young people who have been abused or are at risk of further abuse can be directly referred, together with their families, to appropriate intensive family supports within the broader child protection service sector.

Programs

The department operates within one activity: **Care and protection**

The department is focused on the care and protection of children and young people who have been abused and/or are assessed as being at risk of harm within their families, or whose families do not have the capacity to protect them from harm.

This includes:

- Assessing and responding to reports of abuse and risk of harm to children and young people, including referral and/or investigation and assessment where appropriate;
- Applying for care and protection orders and placing children and young people in care to ensure their safety when all other options to ensure a child or young person's safety have been explored and the child or young person remains at risk;
- Implementing the Aboriginal and Torres Strait Islander Child Placement Principle;
- Working with families to address the safety concerns that led to a child or young person entering care, so reunification can take place when it is safe and in the best interests of the child or young person;
- Planning for permanence and stability to support children and young people in care to ensure they have attachment relationships, which are critical to their health and wellbeing; and
- Providing assistance and support to young people to transition from care to independent adult life.

1.3. Impact of COVID-19 pandemic on the department

The COVID-19 pandemic has impacted on the operations of the department and the impacts are included under the relevant disclosure notes. The financial impacts in 2020-21, are not considered to be material.

The COVID-19 pandemic outlook for the department is explained in note 9.3.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

1.4. Budget performance

The budget performance table compares the department's outcomes against budget information presented to Parliament (2020-21 Budget Paper 4). Appropriation reflects appropriation issued to special deposit accounts controlled by the department. The budget amounts have not been adjusted to reflect revised budgets or administrative restructures. The budget process is not subject to audit.

	Original Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000
<u>Income</u>			
Appropriation	606 093	601 448	(4 645)
Commonwealth-sourced grants and funding	932	1 486	554
Fees and charges	55	1 102	1 047
Resources received free of charge	-	4 957	4 957
Other income	1 326	4 549	3 223
Net gain from disposal of property, plant and equipment	523	575	52
Total income	608 929	614 117	5 188
<u>Expenses</u>			
Employee benefits expenses	234 235	239 025	4 790
Supplies and services	58 004	54 391	(3 613)
Child protection services	313 411	323 905	10 494
Grants and subsidies	-	906	906
Depreciation and amortisation	3 417	4 466	1 049
Cash alignment transfers to Consolidated Account	5 624	5 624	-
Borrowing costs	56	36	(20)
Other expenses	154	279	125
Total expenses	614 901	628 632	13 731
Net result	(5 972)	(14 515)	(8 543)
<u>Other comprehensive income</u>			
Items that will not be reclassified to net result			
Changes in property, plant and equipment asset revaluation surplus	-	1 083	1 083
Total other comprehensive income	-	1 083	1 083
Total comprehensive result	(5 972)	(13 432)	(7 460)

	Original Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000
Investing expenditure summary			
Total leases	2 042	3 295	1 253
Total existing projects	6 253	2 739	(3 514)
Total investing expenditure	8 295	6 034	(2 261)

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

1.5. Significant transactions with government related entities

Significant transactions with the SA Government are identifiable throughout this financial report.

The department had no significant transactions with government related entities except for the appropriation funding received from the Department of Treasury and Finance and incurred expenditure with the Department of Infrastructure and Transport of \$19.8 million (2020: \$18.2 million), (note 4.1).

The department also receives Commonwealth-sourced grants and funding, some of which are received from the Commonwealth indirectly through the Department of Treasury and Finance (refer note 2.2).

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

2. Income

2.1. Appropriations

Appropriations are recognised on receipt. The original amount appropriated to the department under the annual Appropriation Act 2020 was \$601.4 million and no additional funds were received from the Treasurer via the Governor's Appropriation Fund.

2.2. Commonwealth-sourced grants and funding

	2021	2020
	\$'000	\$'000
Family allowances	906	450
Newpin program*	313	-
Transition to Independent Living Allowance	122	155
Family Law Information Sharing Project*	90	88
Unaccompanied Humanitarian Minors	55	102
Total Commonwealth-sourced grants and funding	1 486	795

*Received from the Commonwealth indirectly through the Department of Treasury and Finance

Commonwealth-sourced grants and funding are recognised in accordance with AASB 1058 as income on receipt.

2.3. Fees and charges

	2021	2020
	\$'000	\$'000
Intra Government fees and charges	1 037	1 037
Other fees and charges	65	129
Total fees and charges	1 102	1 166

2.4. Resources received free of charge

	2021	2020
	\$'000	\$'000
Services received free of charge - Shared Services SA	3 647	3 918
Services received free of charge - Department of the Premier and Cabinet	739	-
Contributed assets	571	-
Total resources received free of charge	4 957	3 918

Contributed assets relates to a vacant parcel of land transferred to the department from the Minister from the Department of Education and a donated security system.

Contributions of services are recognised only when a fair value can be determined reliably, and the services would be purchased if they had not been donated.

Shared Services SA and the Department of the Premier and Cabinet are directly appropriation funded for the services provided to general government agencies.

The department receives financial accounting, taxation, payroll, accounts payable and accounts receivable services from Shared Services SA free of charge.

The department receives centralised information and technology and telecommunication services from the Department of the Premier and Cabinet free of charge.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

2.5. Other income

	2021	2020
	\$'000	\$'000
Recoveries	3 443	1 591
Contingencies transferred from the Department of Treasury and Finance	787	349
Discount given on assets purchased	163	-
Child payment recoups	142	250
Other	14	31
Total other income	4 549	2 221

2.6. Net gain from disposal of property, plant and equipment

	2021	2020
	\$'000	\$'000
Land and buildings		
Net proceeds from disposal	2 600	-
Less carrying amount of assets disposed	(2 025)	-
Net gain from disposal of land and buildings	575	-
Total assets		
Proceeds from disposal	2 600	-
Less net book value of assets disposed	(2 025)	-
Total net gain from disposal of property plant and equipment	575	-

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

3. Board, committees and employees

3.1. Key management personnel

Key management personnel of the department include the Minister, the Chief Executive and the other members of the executive team who have responsibility for the strategic direction and management of the department.

The compensation excludes salaries and other benefits the Minister for Child Protection receives. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 the *Parliamentary Remuneration Act 1990*.

	2021	2020
<u>Compensation</u>	\$'000	\$'000
Salaries and other short-term employee benefits	3 459	3 349
Post-employment benefits	449	424
Total compensation	3 908	3 773

Transactions with key management personnel and other related parties

There are no transactions to disclose for key management personnel and related parties during the reporting period

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

3.2. Board and committee members

Members during the 2021 financial year were:

Performance and Risk Committee

Ms Mel Bradley*
 Ms Jenny Browne* (retired February 2021)
 Mr Michael Burton*
 Ms Rosina Hislop
 Ms Joanne Male* (appointed February 2021)
 Ms Linda South
 Ms Nerida Saunders* (appointed June 2021)
 Mr Onno van der Wel
 Ms Fiona Ward*

Dame Roma Mitchell Trust Funds Board of Advice

Mr Timothy Burton* (retired November 2020)
 Ms Colleen Fitzpatrick (Chair)
 Mr Peter Giffard
 Ms Chelsea Hall*
 Ms Megan Hender
 Mr Nick Jenkins (appointed September 2020)
 Ms Susan Richards (appointed September 2020)
 Ms Joanna Saies (appointed September 2020)

*In accordance with the Premier and Cabinet Circular No. 016, government employees did not receive any remuneration for board/committee duties during the financial year.

Board and committee remuneration

2021

2020

The number of members whose remuneration received/receivable falls within the following bands:

	Number of members	Number of members
\$0	14	12
\$1 - \$19 999	2	2
\$20 000 - \$39 999	1	1
Total number of members	17	15

The total remuneration received or receivable by members was \$34 000 (2020: \$38 000). Remuneration of members includes sitting fees, superannuation contributions, salary sacrifice benefits, fringe benefits and related fringe benefits tax.

Unless otherwise disclosed, transactions between members are on conditions no more favourable than those that it is reasonable to expect the entity would have adopted if dealing with the related party at arm's length in the same circumstances.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2021

3.3. Employee benefits expenses

	2021	2020
	\$'000	\$'000
Salaries and wages	176 712	166 325
Annual leave	16 735	16 105
Employment on-costs - superannuation	18 616	17 714
Employment on-costs - other	10 355	10 008
Workers compensation	15 713	3 463
Long service leave	(1 052)	2 368
Targeted voluntary separation packages	259	708
Skills and experience retention leave	601	566
Board and committee fees	34	38
Other employee related expenses	1 052	1 041
Total employee benefits expenses	239 025	218 336

The superannuation employment on-cost charge represents the department's contributions to superannuation plans in respect of current services of current employees. The Department of Treasury and Finance centrally recognises the superannuation liability in the whole of government financial statements.

Executive remuneration

	2021	2020
	No	No
The number of employees whose remuneration received or receivable falls within the following bands:		
\$154 001 to \$174 000	14	16
\$174 001 to \$194 000	7	4
\$194 001 to \$214 000	2	3
\$214 001 to \$234 000	1	-
\$234 001 to \$254 000	3	1
\$254 001 to \$274 000	1	1
\$274 001 to \$294 000	1	1
\$294 001 to \$314 000	-	1
\$334 001 to \$354 000	1	1
\$354 001 to \$374 000	1	-
\$374 001 to \$394 000	1	1
\$394 001 to \$414 000	-	1
\$434 001 to \$454 000	-	1
Total	32	31

The total remuneration received by these employees for the year was \$6.5 million (2020: \$6.6 million).

The table includes all employees who received remuneration equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any related fringe benefits tax paid or payable in respect of those benefits as well as any termination benefits for employees who have left the department.

Department for Child Protection
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3.3. Employee benefits expenses (continued)

Targeted voluntary separation packages (TVSP)

The number of employees who received a TVSP during the reporting period was 2 (2020: 7).

	2021	2020
	\$'000	\$'000
Amounts paid to separated employees:		
Targeted voluntary separation packages	259	708
Leave paid to separated employees	130	423
Total amount paid	389	1 131
Recovery from the Department of Treasury and Finance	-	1 638
Net cost to the department	389	(507)

3.4. Employee benefits liability

	2021	2020
	\$'000	\$'000
Current		
Annual leave	18 135	16 854
Accrued salaries and wages	6 349	5 246
Long service leave	4 240	1 913
Skills and experience retention leave	857	841
Total current employee benefits	29 581	24 854
Non-current		
Long service leave	30 077	35 863
Total non-current employee benefits	30 077	35 863
Total employee benefits	59 658	60 717

Employee benefits accrue as a result of services provided up to the reporting date that remain unpaid. Long-term employee benefits are measured at present value and short-term employee benefits are measured at nominal amounts.

Salaries and wages, annual leave, skills and experience retention leave (SERL) and sick leave

The liability for salary and wages is measured as the amount unpaid at the reporting date at remuneration rates current at the reporting date.

The annual leave liability and the SERL liability in full is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

Long service leave

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Details about the measurement of long service leave liability is provided as note 10.1.

Department for Child Protection
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4. Expenses

Employee benefits expenses are disclosed in note 3.3.

4.1. Supplies and services

	2021	2020
	\$'000	\$'000
Accommodation	12 474	12 235
Information technology and communications	9 616	11 290
Minor works, maintenance and equipment	8 603	5 665
Shared Services SA charges	4 412	3 957
Vehicle and travelling expenses	4 012	4 128
Employee related costs	2 575	2 399
Office administration	2 261	2 657
Intra government charges	1 951	3 075
Rental and leases accommodation	1 641	1 477
Contractors	1 531	2 373
Utilities	1 189	1 200
Contractors -- Agency staff	979	579
Cleaning	838	824
Insurance	816	772
Legal costs	701	576
Security	306	265
Consultants	267	81
Advertising expenses	36	16
Other supplies and services	183	102
Total supplies and services	54 391	53 671

Accommodation

Most of the department's accommodation is provided by the Department of Infrastructure and Transport under Memoranda of Administrative Arrangement (MoAA) issued in accordance with Government-wide accommodation policies. These arrangements do not meet the definition of a lease and accordingly are expensed and disclosed under accommodation. Information about accommodation incentives relating to this arrangement is shown at note 7.4.

Consultants

The number of consultancies and the dollar amount paid/payable (included in supplies and services expense) to consultants that fell within the following bands:

	No	2021	No	2020
		\$'000		\$'000
Below \$10 000	1	6	-	-
\$10 000 or above	1	261	2	81
Total	2	267	2	81

Department for Child Protection
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4.2. Child protection services

	2021	2020
	\$'000	\$'000
Contracted Out-of-Home care services ¹	216 564	188 206
Carer payments and client related costs ²	97 136	89 097
Family support services	6 449	4 419
Advocacy and support services	3 756	4 332
Total child protection services	323 905	286 054

¹ incorporates residential based care, family based care, other supported placement services and immediate response services.

² incorporates all carer payments and other client related costs associated with having a child in a placement.

4.3. Grants and subsidies

	2021	2020
	\$'000	\$'000
Australian Centre for Child Protection	500	-
Child and Family Welfare	290	50
Create Foundation South Australia	65	-
NAIDOC SA Inc	25	-
Care Leavers Australia Network	15	-
University of Adelaide	8	-
Flinders Foundation	3	-
Documentary Grant	-	68
Total grants and subsidies	906	118

Department for Child Protection
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4.4. Depreciation and amortisation

	2021	2020
	\$'000	\$'000
Right-of-use vehicles	1 958	1 862
Right-of-use buildings	850	244
Residential accommodation housing	728	727
Leasehold improvements	688	372
Computer software	214	192
Computing, communications, furniture and equipment	28	7
Total depreciation and amortisation	4 466	3 404

All non-current assets not held for sale with a limited useful life are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential.

Useful life

Depreciation/amortisation is calculated on a straight-line basis over the estimated useful life of the following classes of assets as follows:

<u>Class of asset</u>	<u>Useful life (years)</u>
Residential accommodation housing	30-50
Leasehold improvements	1-20
Computing, communications, furniture and equipment	5-10
Computer Software	3-10
Right-of-use vehicles and buildings	1-5

Review of accounting estimates

Assets' residual values, useful lives and depreciation/amortisation methods are reviewed and adjusted if appropriate on an annual basis. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate.

4.5. Borrowing costs

	2021	2020
	\$'000	\$'000
Interest expense on lease liabilities	36	50
Total borrowing costs	36	50

4.6. Other expenses

	Note	2021	2020
		\$'000	\$'000
Audit fees *		240	252
Impairment (gain)/loss on receivables	6.2	(3)	36
Asset disposals/derecognised	5.1	33	25
Interest		6	3
Other expenses		3	11
Total other expenses		279	327

* Audit fees paid / payable to the Auditor-General's Department relate to work performed under the *Public Finance and Audit Act 1987*. No other services were provided by Auditor-General's Department.

Department for Child Protection
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5. Non-financial assets

5.1. Property, plant and equipment by asset class

Property, plant and equipment comprises tangible assets owned and right-of-use (leased) assets. The assets presented below do not meet the definition of investment property.

	2021 \$'000	2020 \$'000
<u>Land</u>		
Land at fair value	19 730	19 542
Total land	19 730	19 542
<u>Residential accommodation housing</u>		
Residential accommodation housing at fair value	30 147	30 747
Accumulated depreciation at the end of the period	(16 105)	(15 377)
Total residential accommodation housing	14 042	15 370
<u>Construction work in progress</u>		
Construction work in progress at cost	1 770	981
Total construction work in progress	1 770	981
<u>Right-of-use buildings</u>		
Right-of-use buildings at cost (deemed fair value)	2 163	893
Accumulated depreciation	(1 041)	(244)
Total right-of-use buildings	1 122	649
<u>Right-of-use vehicles</u>		
Right-of-use vehicles at cost (deemed fair value)	4 894	4 148
Accumulated depreciation	(2 308)	(1 511)
Total right-of-use vehicles	2 586	2 637
<u>Leasehold improvements</u>		
Leasehold improvements at fair value	13 080	12 006
Accumulated depreciation at the end of the period	(8 958)	(8 271)
Total leasehold improvements	4 122	3 735
<u>Computing, communications, furniture and equipment</u>		
Computing, communications, furniture and equipment at cost (deemed fair value)	475	182
Accumulated depreciation at the end of the period	(51)	(45)
Total computing, communications, furniture and equipment	424	137
Total property, plant and equipment	43 796	43 051

Property, plant and equipment with a value equal to or in excess of \$15 000 is capitalised, otherwise it is expensed. Property, plant and equipment is recorded at fair value. Detail about the department's approach to fair value is set out in note 10.2.

Department for Child Protection
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5.1. Property, plant and equipment by asset class (continued)

Property, plant and equipment owned

Impairment

Property, plant and equipment owned by the department has not been assessed for impairment as they are non-cash generating assets, that are specialised in nature and held for continual use of their service capacity.

Revaluation of property, plant and equipment is undertaken on a regular cycle as detailed in Note 10.2. If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

Reconciliation 2020-21

	Land \$'000	Residential accommodation housing \$'000	Construction work in progress \$'000
Carrying amount at 1 July 2020	19 542	15 370	981
Additions	-	-	2 623
Disposals	(1 425)	(600)	-
Assets derecognised	-	-	-
Transfers to/(from) work in progress	-	-	(1 834)
Asset revaluation increment/(decrement)	1 083	-	-
Depreciation and amortisation	-	(728)	-
Contributed assets	530	-	-
Carrying amount at 30 June 2021	19 730	14 042	1 770

	Leasehold improvements \$'000	Computing, communications, furniture and equipment \$'000	Total \$'000
Carrying amount at 1 July 2020	3 735	137	39 765
Additions	-	116	2 739
Disposals	-	-	(2 025)
Assets derecognised	-	(33)	(33)
Transfers to/(from) work in progress	1 075	191	(568)
Asset revaluation increment/(decrement)	-	-	1 083
Depreciation and amortisation	(688)	(28)	(1 444)
Contributed assets	-	41	571
Carrying amount at 30 June 2021	4 122	424	40 088

Department for Child Protection
Notes to and forming part of the financial statements
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5.1. Property, plant and equipment by asset class (continued)

Reconciliation 2019-20

	Land \$'000	Residential accommodation housing \$'000	Construction work in progress \$'000
Carrying amount at 1 July 2019	19 243	15 791	781
Additions	250	306	417
Assets derecognised	-	-	-
Transfers to/(from) work in progress	-	-	(217)
Asset revaluation increment/(decrement)	49	-	-
Depreciation and amortisation	-	(727)	-
Carrying amount at 30 June 2020	19 542	15 370	981

	Leasehold improvements \$'000	Computing, communications, furniture and equipment \$'000	Total \$'000
Carrying amount at 1 July 2019	1 708	53	37 576
Additions	-	116	1 089
Assets derecognised	-	(25)	(25)
Transfers to/(from) work in progress	217	-	-
Asset revaluation increment/(decrement)	2 182	-	2 231
Depreciation and amortisation	(372)	(7)	(1 106)
Carrying amount at 30 June 2020	3 735	137	39 765

Department for Child Protection
Notes to and forming part of the financial statements
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5.1. Property, plant and equipment by asset class (continued)

Property, plant and equipment leased

Right-of-use assets are recorded at cost.

Short-term leases of 12 months or less and low-value leases, where the underlying asset value is less than \$15 000, are not recognised as right-of-use assets. The associated lease payments are recognised as an expense and are disclosed in note 4.1

The department has a limited number of leases:

- 682 motor vehicle leases with the South Australian Government Financing Authority (SAFA). Motor vehicle leases are non-cancellable, with rental payments monthly in arrears. Motor vehicle lease terms range from 3 years (60,000km) to 5 years (100,000km).
- 46 residential accommodation properties leased with private landlords that are non-cancellable. Residential accommodation lease terms range from 1 year to 3 years.

The lease liabilities related to the right-of-use assets are disclosed in note 7.2. The department's maturity analysis of its lease liabilities is disclosed in note 10.3. Expenses related to leases, including depreciation and interest expenses, are disclosed in note 4. Cash outflows related to leases are disclosed in note 8.2.

Impairment

Property, plant and equipment leased by the department has been assessed for impairment. There was no indication of impairment. No impairment loss or reversal of impairment loss was recognised.

Reconciliation 2020-21

	Right-Of-Use Buildings \$'000	Right-Of-Use Vehicles \$'000	Total \$'000
Carrying amount at 1 July 2020	649	2 637	3 286
Additions	1 375	1 920	3 295
Disposals	(52)	(13)	(65)
Depreciation and amortisation	(850)	(1 958)	(2 808)
Carrying amount at 30 June 2021	1 122	2 586	3 708

Reconciliation 2019-20

	Right-Of-Use Buildings \$'000	Right-Of-Use Vehicles \$'000	Total \$'000
Carrying amount at 1 July 2019	-	-	-
Additions	824	1 842	2 666
Disposals	-	(27)	(27)
Assets recognised on adoption of AASB 16	69	2 684	2 753
Depreciation and amortisation	(244)	(1 862)	(2 106)
Carrying amount at 30 June 2020	649	2 637	3 286

Department for Child Protection
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5.2. Intangible assets

	2021 \$'000	2020 \$'000
<u>Computer software</u>		
Internally developed computer software	8 882	8 314
Accumulated amortisation	(8 488)	(8 274)
Total computer software	394	40
Total intangible assets	394	40

Intangible assets are initially measured at cost and are tested for indications of impairment at each reporting date. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The acquisition of computer software is capitalised only when the expenditure meets the definition criteria (identifiable control and the existence of future economic benefits) and recognition criteria (probability of future economic benefits and cost can be reliably measured) and when the amount of expenditure is greater than or equal to \$15 000.

The computer software relates to the department's Connected Client and Case Management System (C3MS) for case management of children.

Reconciliation 2020-21

	<u>Computer software</u> \$'000
Carrying amount at 1 July 2020	40
Transfers from WIP	568
Amortisation	(214)
Total as at 30 June 2021	394

Reconciliation 2019-20

	<u>Computer software</u> \$'000
Carrying amount at 1 July 2019	232
Amortisation	(192)
Total as at 30 June 2020	40

Department for Child Protection
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6. Financial assets

6.1. Cash and cash equivalents

	2021	2020
	\$'000	\$'000
Deposits with the Treasurer	24 073	35 379
Deposits with the Treasurer (AAEFA)	6 875	3 437
Imprest account/cash on hand	393	226
Total cash and cash equivalents	31 341	39 042

Deposits with the Treasurer

Special deposit accounts are established under section 8 of the *Public Finance and Audit Act 1987*. Special deposit accounts must be used in accordance with their approved purpose.

The department has two deposit accounts with the Treasurer:

- a general operating account; and
- an Accrual Appropriation Excess Funds Account (AAEFA).

Although the department controls the money in Accrual Appropriation Account, its use must be approved by the Treasurer. The department does not earn interest on its deposits with the Treasurer.

Department for Child Protection
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6.2. Receivables

	2021	2020
<u>Current</u>	\$'000	\$'000
<u>Trade receivables</u>		
From government entities	1 598	192
From non-government entities	1 317	223
Less impairment loss on receivables	(50)	(56)
Total trade receivables	2 865	359
GST input tax recoverable	2 059	2 185
Prepayments	1 037	1 293
Accrued revenues	490	52
Workers compensation recoveries	32	22
Total current receivables	6 483	3 911
<u>Non-current</u>		
Workers compensation recoveries	459	212
Total non-current receivables	459	212
Total receivables	6 942	4 123

Trade receivables arise in the normal course of selling goods and services to other government agencies and to the public. Trade receivables are normally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement. Trade receivables, prepayments and accrued revenues are non-interest bearing. Trade receivables are held with the objective of collecting the contractual cash flows and they are measured at amortised cost.

The net amount of GST payable to the Australian Taxation Office is included as part of receivables.

Other than as recognised in the impairment loss on receivables, it is not anticipated that counterparties will fail to discharge their obligations. The carrying amount of receivables approximates net fair value due to being receivable on demand. There is no concentration of credit risk.

Allowance for Impairment loss on receivables

	2021	2020
	\$'000	\$'000
Carrying amount at the beginning of the period	(56)	(71)
(Increase)/decrease in the allowance recognised in profit and loss	3	15
Amounts written off	3	-
Carrying amount at the end of the period	(50)	(56)

Impairment losses relate to contracts with customers external to SA Government.

Refer to note 10.3 for details regarding credit risk, the methodology for determining impairment and information on risk management.

Department for Child Protection
Notes to and forming part of the financial statements
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7. Liabilities

Employee benefits liabilities are disclosed in note 3.4.

7.1. Payables

	2021 \$'000	2020 \$'000
<u>Current</u>		
Accrued expenses	19 407	17 607
Employment on-costs	5 222	4 542
Trade payables	431	1 758
Paid Parental Leave Scheme payable	57	73
Total current payables	25 117	23 980
<u>Non-current</u>		
Employment on-costs	2 846	3 346
Total non-current payables	2 846	3 346
Total payables	27 963	27 326

Trade payables and accruals are raised for all amounts owing but unpaid. Trade payables are normally settled within 30 days from the date the invoice is first received. All payables are non-interest bearing. The carrying amount of payables represents fair value due to their short-term nature.

The net amount of GST recoverable from the ATO is included as part of receivables. However, if a net GST payable arises then this amount would be disclosed in this Payables note.

Employment on-costs

Employment on-costs include payroll tax, ReturnToWorkSA levies and superannuation contributions which are settled when the respective employee benefits that they relate to is discharged.

The department makes contributions to several state government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the South Australian Superannuation Board and external schemes.

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the proportion of long service leave taken as leave has not changed from the 2020 rate of 42% and the average factor for the calculation of employer superannuation on-costs has changed to 10.1% (2020: 9.8%). These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year is a decrease in the employment on-cost of \$0.45 million and employee benefits expense of \$4.8 million respectively.

Department for Child Protection
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7.2. Financial Liabilities

	2021 \$'000	2020 \$'000
Current		
Lease liabilities	2 248	2 029
Total current financial liabilities	2 248	2 029
Non-current		
Lease liabilities	1 472	1 272
Total non-current financial liabilities	1 472	1 272
Total financial liabilities	3 720	3 301

All material cash outflows are reflected in the lease liabilities disclosed above.

7.3. Provisions

	2021 \$'000	2020 \$'000
Current		
Provision for workers compensation	5 038	4 224
Provision for legal claims	70	30
Provision for additional compensation	5	-
Total current provisions	5 113	4 254
Non-current		
Provision for workers compensation	19 083	10 210
Provision for legal claims	110	130
Provision for additional compensation	358	377
Total non-current provisions	19 551	10 717
Total provisions	24 664	14 971

Movement in provisions for workers compensation

	2021 \$'000	2020 \$'000
Carrying amount at the beginning of the period	14 434	16 564
Additional provision recognised	15 726	3 636
Reductions arising from payments/other sacrifice of future economic benefits	(6 039)	(5 766)
Carrying amount at the end of the period	24 121	14 434

A provision has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2021 provided by a consulting actuary engaged through the Office of the Commissioner for the Public Sector. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

The department is responsible for the payment of workers compensation claims.

Department for Child Protection
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7.3. Provisions (continued)

Movement in provisions for legal claims

	2021	2020
	\$'000	\$'000
Carrying amount at the beginning of the period	160	190
Reductions resulting from re-measurement or settlement without cost	(50)	(80)
Reductions arising from payments	(10)	(10)
Additional provision recognised	80	60
Carrying amount at the end of the period	180	160

A liability has been reported to reflect unsettled legal claims. The legal claims provision includes various claims relating to professional indemnity, public liability and property damage.

Movement in provision for additional compensation

	2021	2020
	\$'000	\$'000
<u>Movement in provisions</u>		
Carrying amount at the beginning of the period	377	549
Reductions resulting from re-measurement or settlement without cost	(14)	(172)
Carrying amount at the end of the period	363	377

The additional compensation provision provides continuing benefits to workers who have suffered eligible work-related injuries and whose entitlements have ceased under the statutory workers compensation scheme.

7.4. Other Liabilities

	2021	2020
	\$'000	\$'000
<u>Current</u>		
Deposits held - purchased leave	14	4
Unclaimed monies	2	2
Unearned revenue	23	-
Accommodation incentive	73	73
Total current other liabilities	112	79
<u>Non-current</u>		
Accommodation incentive	476	550
Total non-current other liabilities	476	550
Total other liabilities	588	629

Department for Child Protection
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8. Other disclosures

8.1. Equity

The asset revaluation surplus is used to record increments and decrements in the fair value of land and buildings to the extent that they offset one another. Relevant amounts are transferred to retained earnings when an asset is derecognised.

8.2. Cash flow

Cash flows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office is classified as part of operating cash flows.

	2021 \$'000	2020 \$'000
Leases		
Buildings	833	244
Vehicles	1 959	1 862
Total cash outflow for leases	2 792	2 106

	2021 \$'000	2020 \$'000
<u>Reconciliation of cash and cash equivalents at the end of the reporting period</u>		
Cash and cash equivalents disclosed in the Statement of Financial Position	31 341	39 042
Balance as per Statement of Cash Flows	31 341	39 042

<u>Reconciliation of net cash provided by operating activities to net result</u>		
Net cash provided by / (used in) operating activities	(4 495)	1 712
<u>Add / (less) non-cash items</u>		
Discount given on assets purchased	163	-
Net gain from disposal of property, plant and equipment	575	-
Depreciation and amortisation	(4 466)	(3 404)
Contributed assets	571	-
Non-current assets written off	(33)	(25)

<u>Movement in assets and liabilities</u>		
Increase/(decrease) in receivables	2 819	(293)
(Increase)/decrease in employee benefits	1 059	2 639
(Increase)/decrease in payables	(637)	1 958
(Increase)/decrease in provisions	(9 693)	2 332
(Increase)/decrease in financial liabilities	(419)	(3 383)
(Increase)/decrease in other liabilities	41	79
Net result	(14 515)	1 615

Department for Child Protection
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9. Outlook

9.1. Unrecognised contractual commitments

Commitments include operating, capital and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value.

Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities in the financial statements are payable as follows:

	2021	2020
	\$'000	\$'000
Within one year	583	1 535
Later than one year but not longer than five years	-	32
Total capital commitments	583	1 567

The department's capital commitments relate to construction of a residential care facility at Davoren Park and refit of the Sturt assessment unit.

Expenditure commitments

Commitments in relation to expenditure contracted for at the reporting date but not recognised as liabilities in the financial statements are payable as follows:

	2021	2020
	\$'000	\$'000
Within one year	260 427	190 130
Later than one year but not longer than five years	541 031	259 345
Later than five years	115 239	2 909
Total expenditure commitments	916 697	452 384

The department's expenditure commitments are for contracted service agreements for out of home care, family support services and the non-lease components of South Australian Government Financing Authority (SAFA) vehicle rentals.

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9.1. Unrecognised contractual commitments (continued)

Accommodation expenditure commitments

Commitments in relation to expenditure contracted for at the reporting date but not recognised as liabilities in the financial statements are payable as follows:

	2021	2020
	\$'000	\$'000
Within one year	8 495	8 089
Later than one year but not longer than five years	25 510	15 933
Later than five years	6 907	6 933
Total accommodation expenditure commitments	40 912	30 955

The department's expenditure commitments are for MoAAs with the Department of Infrastructure and Transport for office accommodation and facilities.

9.2. Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

The department is in the process of appealing an outcome with the SA Employment Tribunal. The outcome of this appeal is uncertain and any associated costs cannot be reliably estimated. Claims for unspecified damages have been lodged against the department during the year. The department is negotiating with the claimants, on advice from the Crown Solicitor's Office. A reliable estimate of the expenditure required to settle these claims or whether they will be successful cannot be reasonably determined.

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9.3. COVID-19 pandemic outlook for the department

The COVID-19 pandemic will continue to impact the operations of the department in 2021-22.

The key expected impacts to the department will depend on the relative risk within the South Australian community. The department is expected to continue to incur immaterial costs of personal protective equipment and supply of cleaning products into the future. Staffing costs are likely to increase if the number of cases in South Australia rises throughout 2021-22.

The department is monitoring the effects of the COVID-19 pandemic on children and young people in care, including the anticipated impacts on mental health and wellbeing and associated levels of service need.

In addition, the department is monitoring the potential growth in demand in terms of both reports of abuse and risk of harm and placement numbers connected to increasing economic hardship and unemployment rates in South Australia.

9.4. Events after the reporting period

No events after reporting date to report.

10. Measurement and risk

10.1. Long service leave liability - measurement

AASB 119 *Employee Benefits* contains the calculation methodology for long service leave liability.

The actuarial assessment performed by the Department of Treasury and Finance has provided a basis for the measurement of long service leave and is based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA Government entities.

AASB 119 *Employee Benefits* requires the use of the yield on long-term Commonwealth Government bonds as the discount rate in the measurement of the long service leave liability. The yield on long term Commonwealth Government bonds increased to 1.25% (2020: 0.75%). The actuarial assessment performed by DTF left the salary inflation rate at 2.5% for long service leave liability. The net financial effect of the changes in the actuarial assumptions and methodology is a decrease in the long service leave liability of \$4.8 million.

The split for long service leave between current and non-current is based on the department's best estimate of the amount to be paid in the coming year.

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10.2. Fair value

AASB 13 Fair Value Measurement defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants, in the principle or most advantageous market, at the measurement date.

Initial recognition

Non-current tangible assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

Revaluation

Property, plant and equipment are subsequently measured at fair value after allowing for accumulated depreciation.

Non-current tangible assets are valued at fair value and revaluation of non-current assets or a group of assets is only performed when the fair value at the time of acquisition is greater than \$1.5 million and estimated useful life is greater than three years.

The department revalues its land annually. The department revalues its residential housing and leasehold improvements every six years via an independent certified practising valuer.

If at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the net amounts are restated to the revalued amounts of the asset.

Fair value hierarchy

The department classifies fair value measurement using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements, based on the data and assumptions used in the most recent valuation:

- Level 1: traded in active markets and is based on unadjusted quoted prices in active markets for identical assets or liabilities the entity can access at measurement date.
- Level 2: not traded in an active market and are derived from inputs (input other than quoted prices included within level 1) that are observable for the asset either directly or indirectly.
- Level 3: not traded in an active market and are derived from unobservable inputs.

The department's policy is to recognise transfers into and out of fair value hierarchy levels as at the end of the reporting period.

During 2020 and 2021, the department had no valuations categorised into level 1; there were no transfers of assets between level 1 and 2 fair value hierarchy levels and there were no changes in valuation technique.

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10.2. Fair value (continued)

Fair value classification – non financial assets at 30 June 2021

	Note	Level 2 \$'000	Level 3 \$'000	Total \$'000
<u>Recurring fair value measurements</u>				
Land	5.1	19 730	-	19 730
Residential accommodation housing	5.1	-	14 042	14 042
Leasehold improvements	5.1	-	4 122	4 122
Computing, communications, furniture and equipment	5.1	-	424	424
Total recurring fair value measurements		19 730	18 588	38 318
Total fair value measurements		19 730	18 588	38 318

Fair value classification – non financial assets at 30 June 2020

	Note	Level 2 \$'000	Level 3 \$'000	Total \$'000
<u>Recurring fair value measurements</u>				
Land	5.1	19 542	-	19 542
Residential accommodation housing	5.1	600	14 770	15 370
Leasehold improvements	5.1	-	3 735	3 735
Computing, communications, furniture and equipment	5.1	-	137	137
Total recurring fair value measurements		20 142	18 642	38 784
Total fair value measurements		20 142	18 642	38 784

Land

An independent valuation of land was performed by the Valuer-General as at 30 June 2021.

Fair value of land has been determined using the market approach. The valuation was based on recent market transactions for similar land in the area and includes adjustment for factors specific to the land such as size and location. For land classified as restricted in use, the valuation was determined using an adjustment were applied to reflect the restriction.

Residential accommodation housing

An independent valuation of residential accommodation housing was performed as at 30 June 2018 by Fred Taormina, B.App.Sc. (Val), A.A.P.I. Certified Practicing Valuer of Valcorp Australia Pty Ltd.

The valuation was performed by reference to a cost approach basis and utilising comparable sales evidence, zoning and permitted use.

The fair value of buildings was determined using current replacement cost, due to there not being an active market. The current replacement cost considered the need for ongoing provision of government services, specialised nature and restricted use of the assets, their size, condition and location.

The valuation used estimates about construction materials that would be required to replace the buildings, information about current construction costs were derived from building costs guides / internal records such as recent tender documents, construction invoices etc and the estimated useful life due to age and condition of the building.

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10.2. Fair value (continued)

Leasehold Improvements

The independent valuation of leasehold improvements was performed by Fred Taormina, B.App.Sc. (Val), A.A.P.I. Certified Practicing Valuer of Valcorp Australia Pty Ltd as at 30 June 2020. The valuer adopted depreciated replacement cost when valuing the assets as quoted prices in an active liquid market was not available.

Computing, communications, furniture and equipment

All items of computing, communications, furniture and equipment had a fair value at the time of acquisition less than \$1.5 million. Computing, communications, furniture and equipment has not been revalued in accordance with APS 116.D. The carrying value of these items are deemed to approximate fair value.

Reconciliation of level 3 recurring fair value measurements as at 30 June 2021

The following table is a reconciliation of fair value measurements using significant unobservable inputs (level 3):

	Residential accommodation housing	Leasehold improvements	Computing, communications, furniture and equipment
Opening balance at the beginning of the period	\$'000 15 370	\$'000 3 735	\$'000 137
Additions	-	-	116
Disposals	(600)	-	-
Assets derecognised	-	-	(33)
Transfers (to) / from WIP	-	1 075	191
Contributed assets	-	-	41
<u>Gains/(losses) for the period recognised in net result:</u>			
Depreciation and amortisation	(728)	(688)	(28)
Total losses recognised in net result	(728)	(688)	(28)
Carrying balance at the end of the period	14 042	4 122	424

Reconciliation of level 3 recurring fair value measurements as at 30 June 2020

	Residential accommodation housing	Leasehold improvements	Computing, communications, furniture and equipment
Opening balance at the beginning of the period	\$'000 15 191	\$'000 1 708	\$'000 53
Additions	306	-	116
Assets derecognised	-	-	(25)
Transfers (to) / from work in progress	-	217	-
<u>Gains/(losses) for the period recognised in net result:</u>			
Depreciation and amortisation	(727)	(372)	(7)
Total losses recognised in net result	(727)	(372)	(7)
<u>Gains/(losses) for the period recognised in other comprehensive income (OCI):</u>			
Revaluation increments/(decrements)	-	2 182	-
Total gains/(losses) recognised in OCI	-	2 182	-
Carrying balance at the end of the period	14 770	3 735	137

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10.3. Financial instruments

Financial risk management

Risk management is managed by the department's legal services directorate. Departmental risk management policies are in accordance with the *SA Government Risk Management Guide* and the principles established in the Australian *Standard Risk Management Principles and Guidelines*.

The department's exposure to financial risk (liquidity risk, credit risk and market risk) is low due to the nature of the financial instruments held.

Liquidity risk

The department is funded principally from appropriation by the SA Government. The department works with the Department of Treasury and Finance to determine the cash flows associated with its Government approved program of work and to ensure funding is provided through SA Government budgetary processes to meet the expected cash flows.

Refer to notes 7.1 and 7.2 for further information.

Credit risk

The department has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history.

No collateral is held as security and no credit enhancements relate to financial assets held by the department.

Impairment of financial assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9. The department uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors which comprise a large number of small balances.

To measure the expected credit losses, receivables are grouped based on the days past due. When estimating expected credit loss, the department considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the department's historical experience and informed credit assessment, including forward-looking information.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the department is exposed to credit risk.

The expected credit loss of government debtors is considered to be nil based on the external credit ratings and nature of the counterparties.

Loss rates are calculated based on the probability of a receivable progressing through stages to write off based on the common risk characteristics of the transaction and debtor.

The following table provides information about the exposure to credit risk and expected credit loss for non-government debtors.

	Debtor gross carrying amount \$'000	Loss %	Lifetime expected \$'000
Current (not past due)	1 293	0%	-
1 – 30 days past due	1 197	0%	-
31 – 60 days past due	49	0%	-
61 – 90 days past due	13	0%	-
More than 90 days past due	127	39%	50
Loss allowance			50

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10.3. Financial instruments (continued)

Loss rates are based on actual history of credit loss, these rates have been adjusted to reflect differences between previous economic conditions, current conditions and the department's view of the forecast economic conditions over the expected life of the receivables.

Impairment losses are presented as net impairment losses within net result, subsequent recoveries of amounts previously written off are credited against the same line item.

Trade receivable are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the department and a failure to make contractual payments for a period of greater than 90 days past due.

The allowance for impairment was recognised in other expenses for specific debtors and debtors assessed on a collective basis for which such evidence existed.

No impairment losses on the department's receivables arose from the department's contracts with customers. No impairment losses were recognised in relation to contract assets during the year.

Cash and cash equivalents

The department considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties and therefore the expected credit loss is nil.

Market risk

The department does not trade in foreign currency, nor enter into transactions for speculative purposes, nor for hedging.

There is no exposure to foreign currency or other price risks.

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10.3. Financial instruments (continued)

Categorisation of financial instruments

Details of the significant accounting policies and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instrument are disclosed in the respective financial asset/financial liability note.

The following tables disclose the carrying amounts of each of the following categories of financial assets and liabilities:

Maturity analysis of financial instruments

Category of financial asset and financial liability	Note	2021 Carrying amount / fair value \$'000	2021 Contractual maturities	
			Within 1 year \$'000	1 - 5 years \$'000
Financial assets				
Cash and cash equivalents				
Cash and cash equivalents	6.1	31 341	31 341	-
Financial assets at amortised cost				
Receivables	6.2	3 119	3 119	-
Total financial assets		34 460	34 460	-
Financial liabilities				
Financial liabilities at amortised cost				
Payables	7.1	19 598	19 598	-
Leases liabilities	7.2	3 720	2 248	1 472
Other liabilities	7.4	588	112	476
Total financial liabilities		23 906	21 958	1 948

Category of financial asset and financial liability	Note	2020 Carrying amount / fair value \$'000	2020 Contractual maturities	
			Within 1 year \$'000	1 - 5 years \$'000
Financial assets				
Cash and cash equivalents				
Cash and cash equivalents	6.1	39 042	39 042	-
Financial assets at amortised cost				
Receivables	6.2	411	411	-
Total financial assets		39 453	39 453	-
Financial liabilities				
Financial liabilities at amortised cost				
Payables	7.1	19 113	19 113	-
Leases liabilities	7.2	3 301	2 029	1 272
Other liabilities	7.4	629	79	550
Total financial liabilities		23 043	21 221	1 822

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10.3. Financial instruments (continued)

Receivables and payables

The receivable and payable amounts disclosed here exclude amounts relating to statutory receivables and payables (e.g. Commonwealth, State and Local Government taxes, fees and charges; Auditor-General's Department audit fees). In government, certain rights to receive or pay cash may not be contractual and therefore, in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levies, tax and equivalents, they would be excluded from the disclosure. The standard defines contract as enforceable by law. All amounts recorded are carried at cost (not materially different from amortised cost).

The receivables amount disclosed here excludes prepayments as they are not financial assets. Prepayments are presented in note 6.2.

11. Administered items

	2021 \$'000	2020 \$'000
<u>Administered Income</u>		
Appropriation	369	371
Total administered income	369	371
<u>Administered Expenses</u>		
Employee benefits	369	371
Total administered expenses	369	371
Net result	-	-

Minister's salary and allowances

Administered items are for the minister's salary and allowances pursuant to *Parliamentary Remuneration Act 1990*.

Appropriation in administered items is reported on an accrual basis.

At 30 June 2021, there are no assets and liabilities for this administered item.