

Supporting Families Changing Futures

2017 UPDATE







Minister's message

Over the past three years, the Palaszczuk Government has worked hard to restore and improve frontline services that support Queensland families and protect children.

Last year, we published *Supporting Families Changing Futures: Advancing Queensland's child protection and family support reforms*, which reported on our implementation progress. It also outlined our commitment to additional initiatives that strengthen Queensland's child protection and family support system. This report provides a further update on our progress and plans.



In 2016–17, we focused on:

- restoring frontline child safety services and employing additional staff
- tackling growing demand and complexity, especially due to the impacts of 'ice' and domestic and family violence
- growing our investment in prevention and early intervention services
- improving our engagement and support for children in out-of-home care and their carers
- acting on the learnings and recommendations from reviews
- delivering better performance in the tertiary child protection system.

We have just completed the third year of implementing the 10-year roadmap from the 2013 Queensland Child Protection Commission of Inquiry. Of the 121 recommendations, 58 have been completed and 63 are underway. We have made much progress, and as the Commission proposed, have adjusted as issues and learnings emerge.

Our Supporting Families Changing Futures agenda is backed by a record investment of more than \$1.1 billion in child and family services through the Department of Communities, Child Safety and Disability Services (DCCSDS). We will continue to address the pressures in the child protection system with an extra \$200 million committed over four years in the 2017–18 State Budget.

We are starting to realise the benefits of our Supporting Families Changing Futures reforms and must continue to work together if we are to make tangible and positive differences in the lives of vulnerable Queensland children, young people and their families.

In particular, we must work fundamentally differently if we are to eliminate the disproportionate and growing representation of Aboriginal and Torres Strait Islander children and families in the child protection system. That is why the Queensland Government and Family Matters have committed to *Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families 2017–2037* and the first three-year action plan, *Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families 2017–2019*, to realise this strategy.

Despite the pressures and challenges, we go forward from a stronger position than ever before.

Shannon Fentiman MP

Minister for Communities, Women and Youth

Minister for Child Safety

Minister for the Prevention of Domestic and Family Violence





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Embedding and strengthening Queensland's child protection and family support reforms

The first three years of the Supporting Families Changing Futures reform program focused on building the family support system to support families earlier, and restoring and improving the tertiary child protection system. This time of transition has seen a move to a new way of working with children and families, and brought substantial change for government agencies and partners in the non-government sector.

We have made significant progress toward our goals.

Highlights include:

- universal access to the Triple P—Positive Parenting Program and Talking Families initiatives
- statewide rollout of Family and Child Connect and Intensive Family Support, which provide early intervention services and support for vulnerable families across Queensland
- establishment of Aboriginal and Torres Strait Islander Family Wellbeing services, and release of the *Our Way* strategy and *Changing Tracks* action plan to address the over-representation of Aboriginal and Torres Strait Islander families and children in the child protection system
- adoption of a new practice framework that takes a strengths-based approach to working with families
- commencement of work to strengthen cross-agency information sharing and collaboration for at-risk families and children
- introduction of significant legislative changes to make all of this possible.

Additional family support services will commence in 2017–18. We will complete the rollout of Aboriginal and Torres Strait Islander Family Wellbeing services across Queensland, and provide additional funding for Intensive Family Support and services to engage families impacted by ice. These will be supplemented by additional major initiatives to address domestic and family violence, mental health and housing.

The core of Queensland's new child protection and family support system is now in place, with a continuum of care from early intervention to tertiary support.

However, we still have much to do.

We will continue to embed and mature these initiatives, learn and adjust, strive for the right balance between the secondary and tertiary systems, and monitor and drive performance so our efforts and investments work to maximum effect.

This report provides an update on what we have achieved in 2016–17 and the key initiatives we will undertake in 2017–18. The Queensland Government will continue to work with non-government partners, families, carers and communities to support Queensland families to be stronger and more resilient, and their children to be safe and well.

The seven strategic directions

Queensland children and young people are cared for, protected, safe and able to reach their full potential.

- 1** Sharing responsibility for the safety and wellbeing of Queensland children
- 2** Supporting Queensland families earlier
- 3** Working better with Queensland families who are in contact with the child protection system
- 4** Improving out-of-home care and post-care for Queensland children and young people
- 5** Meeting the needs and requirements of Queensland's Aboriginal and Torres Strait Islander children, families and communities
- 6** Delivering quality services to Queensland children and families through a capable, motivated workforce and client-focused organisations
- 7** Building an accountable, transparent and cost-effective Queensland system

1

Sharing responsibility for the safety and wellbeing of Queensland children

Performance snapshot



Record investment of more than
\$1.1 billion
for child protection and
family support (2017–18)

More than **27,000**
followers of the
Talking Families



Facebook page, up from 12,700 last year

Raising awareness about the pressure on families and the need to seek support are central to Talking Families.

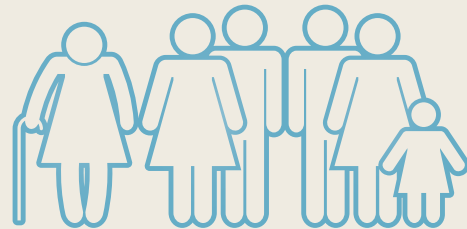
The number of followers of the Talking Families Facebook page has more than doubled since last year, to more than 27,000 — helping more parents to ask for and accept help when they're struggling.

20%

increase in reports from

**relatives,
friends
and neighbours**

to help families and children



These messages are being heard — with more relatives, friends and neighbours reporting suspected abuse and harm — an increase of 20% from 29,420 intakes in 2012–13 to 35,391 in the year ending June 2017.

Since January 2017,
NAPCAN has delivered more
than **29 workshops**
across Queensland for people
who work with children or
young people



More than 380 people have learned about how they can play a part in preventing child abuse and neglect, and more than 230 people have learned how they can help create child safe organisations.



Progress in 2016–17

- Implemented the Talking Families campaign to encourage people to ask family and friends for help and provide guidance on how to get and offer help
- Partnered with the National Association for Prevention of Child Abuse and Neglect (NAPCAN) to rollout the Play Your Part community education program
- Rolled out Collaborative Case Management in Intensive Family Support services to better respond to families with multiple or complex needs
- Expanded the Regional Child and Family Committees to oversee and bring together a more connected and integrated service system including domestic and family violence services
- Commenced a recruitment campaign to encourage more Queenslanders to consider becoming foster carers
- Launched Partners in Care, a series of workshops to improve support for foster and kinship carers and increase collaboration between carers, child safety and care agencies, in partnership with Foster Care Queensland
- Conducted training and workshops to prepare early childhood education and care professionals for their mandatory reporting responsibilities from 1 July 2017

Upcoming in 2017–18

- Partner with Queensland Fire and Emergency Services to assist new foster carers to receive fire safety checks and fire alarms in their home
- Develop a guideline for health workers that addresses recommendations made in the independent review of antenatal screening for domestic and family violence
- Monitor the extension of mandatory reporting to the early childhood education and care sector
- Promote Family and Child Connect to parents and the wider community to help vulnerable families and children to receive the support they need before their problems escalate
- Implement phase two of the foster care recruitment campaign
- Commence implementation of the government's response to the Queensland Family and Child Commission (QFCC) review into blue cards and the foster care system

Performance snapshot

Almost **110,000** parents accessing Triple P
2.9% identified as
Aboriginal and Torres Strait Islander parents

(over the past two years)



Since July 2015, almost 110,000 Queensland parents and carers have accessed for free the Triple P—Positive Parenting Program, learning practical strategies to help manage their children's behaviour, prevent problems developing, and build strong, healthy relationships.

Intensive Family Support services have also helped more than 1600 families, continue to work with more than 2300 families, and are starting to engage with more than 1400 additional families to meet their needs.



From **14,435** to **25,126**
 enquiries to
Family and Child Connect
 over the year to 30 June

15% identified as
Aboriginal and Torres Strait Islander families

16% decrease in
child safety intakes

from 128,534 to 108,041

12% decrease for
Aboriginal and Torres Strait Islander children

(2012–13 to year ending 30 June 2017)



We are seeing positive signs that families are accessing the support they need earlier, with child safety intakes decreasing since 2012–13.

75% of substantiated households have
multiple risk factors

84% for Aboriginal and
 Torres Strait Islander
 households



Child safety is increasingly working with families with more complex needs. This means additional support is needed for Queensland parents grappling with drug and alcohol misuse, mental health, and domestic and family violence.

In 2016–17, three out of every four substantiated households experienced more than one of these issues — an increase from 67% five years ago.

28% decrease in the number
 of children who **re-enter** the
child protection system
 from 1562 to 1132

(2012–13 to year ending 30 June 2016)



We are improving our response to concerns and providing families with the right support at the right time.

The number of children subject to a substantiation who are the subject of a subsequent substantiation within 12 months has decreased by 28% since 2012–13, and 25% for Aboriginal and Torres Strait Islander children.



Progress in 2016–17

- We have established Family and Child Connect and Intensive Family Support services across the state to support families to care for their children safely at home
- Continued to grow *oneplace – Community Services Directory* to include more than 48,000 records to help Queensland children, families, community members and professionals get the right service at the right time
- Established the first three domestic and family violence integrated service response trials in Logan–Beenleigh, Mount Isa and Cherbourg to ensure people affected by domestic and family violence receive quality, consistent and coordinated support
- Established multi-agency high-risk teams at each of the integrated service response trial sites to provide integrated, culturally appropriate responses for victims of domestic and family violence assessed to be at high risk of serious harm or death
- Invested \$25 million over four years into the Queensland Financial Resilience Program, including 27 financial resilience workers and counsellors, to help families decrease risks associated with debt, including domestic and family violence
- Allocated \$87 million over five years to mental health services for children and young people as part of the Connecting Care to Recovery mental health plan, to provide specialised service options and responsive individualised care

Upcoming in 2017–18

- Place 20 nurses in Family and Child Connect service catchment areas to improve early identification and intervention relating to the health and wellbeing of families at risk of entering the statutory child protection system
- Establish, as part of the integrated response to domestic and family violence, additional multi-agency high-risk teams in Cairns, Brisbane and Ipswich
- Fund a further three Hospital and Health Services to appoint specialist health workers to work collaboratively within multi-agency high-risk teams
- Enhance and expand Intensive Family Support services across Queensland to support families to care for their children safely at home by connecting them to the right services at the right time
- Trial two child friendly safe spaces in Queensland to provide wrap-around services for victims of sexual assault
- Work with the Department of Social Services to trial the national Building Capacity of Australian Parents in Ipswich, Toowoomba and Rockhampton
- Train service providers in key ice corridors to deliver a program to support families dealing with ice to get the facts, develop strategies and find out where to access help and support

3

Working better with Queensland families who are in contact with the child protection system

Performance snapshot

Commenced

a record

93%

of investigations

(year ending 30 June 2017)



The highest proportion (93% of all notifications) since reporting against this measure began in 2009–10.

91%

of investigations
requiring the most
urgent response

commenced

within 24 hours



14.4% decrease

in the number of children

in need of protection



5% decrease

for Aboriginal and Torres Strait Islander children

We have improved our response to concerns, and are supporting families earlier and providing them with the right services to help them care for their children safely at home. This has resulted in 14% fewer substantiations where the child was in need of protection since 2012–13.

8% decrease
in notifications

with a

7% increase

for Aboriginal and Torres Strait
Islander children



Fewer children

admitted into care – from 2551 to 2421 children –

a 5% decrease



1% decrease

for Aboriginal and Torres Strait Islander children

(2012–13 to year ending 30 June 2017)

We have increased our capacity to work with families to meet the care and protection needs of their children at home. This is often done through Intervention with Parental Agreement with assistance and support provided to the family.

As at 30 June 2017, 2481 children were subject to Intervention with Parental Agreement.

99%

of children

subject to child protection orders

have a case plan





Progress in 2016–17

- Introduced mandatory drug testing for parents who work voluntarily with the department to meet their child's care needs to enable better decisions about potential risk of harm to the child
- Established seven new family group meeting coordinators and a new collaborative family decision-making (CFDM) model to ensure more inclusive planning and decision-making with families in the child protection system
- Released an options paper for the second stage of statewide public consultations on the review of the *Child Protection Act 1999*
- Developed the resource *Information kit on child protection for parents* to provide parents with information about their rights, investigation and case management processes, court proceedings, how to make a complaint, and where to find support
- Embedded the key elements and tools of the Framework for Practice through ongoing training to improve child protection assessment and family engagement, delivering better engagement and outcomes for vulnerable children and families in need
- Enhanced the response to child protection notifications through establishing a new service response, Assessment and Service Connect (ASC), which partners with non-government services to assess a family's needs and connect them to support

Upcoming in 2017–18

- Trial joint response teams with child safety officers and child protection police in Toowoomba, Townsville and the Gold Coast to ensure rapid responses where there are concerns about the welfare of a child
- Station four child safety officers at Police Headquarters to improve and streamline information sharing
- Establish a new child safety service centre in Morayfield to meet increasing demand across the region
- Pilot six family recovery units in Logan, in partnership with Lives Lived Well, to support families involved with the child protection system to overcome ice issues so they can stay together or reunite
- Establish a practice leader for alcohol and other drugs and practice leader for mental health to work with staff to strengthen departmental skills, resources and knowledge as they relate to child protection practice
- Finalise the full review of the *Child Protection Act 1999* and develop contemporary legislation to better support the child protection and family support reform program and *Our Way* and its first three-year action plan
- Progress priority legislative amendments that aim to achieve stability and permanency for children and young people in care and post-care

Performance snapshot



10% increase in foster carer families
to **5192** from 4728 and



13% increase in kinship carer families
(30 June 2013 to 30 June 2017)

More foster and kinship carers are critically needed to better meet the safety and care needs of children who require protection.

10% increase
in the number of children in out-of-home care

18% increase
for Aboriginal and Torres Strait Islander children

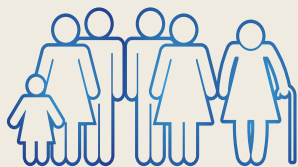
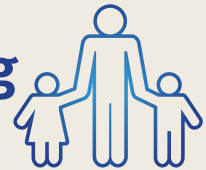
(30 June 2013 to 30 June 2017)

The department is supporting an increasing number of children who cannot remain safely at home with their parents, and who require long-term care.



\$15 million
to provide carers at least a
\$2000 subsidy
towards childcare and kindergarten costs

11% more children placed with a sibling
who was also in care, from 4482 to 4982
(30 June 2013 to 30 June 2017)



More children placed with kin,
increasing from
37% to 44%

and increasing from
36% to 43%

for Aboriginal and Torres Strait Islander children

(30 June 2013 to 30 June 2017)

Kinship care helps a child to maintain familial, cultural and community connections when they cannot remain safely at home.

Of the 8920 children in out-of-home care on 30 June 2017, 44% were placed with kin.

We are working hard to place children with their kin and help them maintain connection to their community. Since 2013, we have seen a 5% decrease in the number of children placed with foster carers and a 31% increase in those placed with kin. This has occurred despite nearly 800 additional children in out-of-home care.

More than **1530**
young people
accessed the
Next Step After Care

program since it started in March 2015



100% of 18 year olds
who exited the child protection system had a
transition to independence plan





Progress in 2016–17

- Accelerated the transition of support for foster and kinship carers to non-government agencies to ensure carers receive the support they need in their caring role
- Established a separate priority group within the Department of Housing and Public Works application systems that ensure young people transitioning from care are a priority for access to services
- Established Care2Achieve scholarships, in partnership with The Smith Family, to make tertiary education more affordable and feasible for young women leaving care
- Partnered with PeakCare to work with residential care providers to develop a trauma-based therapeutic framework to improve the quality of care provided to children and young people in residential care
- Introduced the early childhood education and care participation initiative to help carers meet the costs of kindergarten, and reduced red tape for vaccinations to ensure children can enter kindergarten
- Launched a foster carer recruitment campaign to increase the number of carers available to support children in need
- Commenced the Brisbane Youth Service Sustaining Young People's Tenancies Project, a pilot project providing mobile support for young people already living in social housing who are at risk of losing their tenancy and becoming homeless.

Upcoming in 2017–18

- Establish 12 child safety officer hospital liaison positions to work with Hospital and Health Services to support earlier and effective responses, intervention, and casework activities for children in care
- Extend the early childhood education and care participation initiative to support carers with the costs of kindergarten as well as early childhood services for children aged 1–5
- Establish the What's Next fund to support young people aged 15–21 with a care experience to access vocational education and training at little or no cost
- Develop an implementation plan, in partnership with key government and non-government stakeholders, to introduce the minimum qualification standard for residential care workers
- Start a two-year trial of specialist foster care to provide stable, supportive family environments to children and young people with very complex needs who may otherwise live in residential care
- Implement a new health assessment and service model for children entering care so that children will have an initial health check within 30 days of entering care, followed by a comprehensive health and development assessment within 90 days
- Implement the cross-sector and interdepartmental partnership Feeling Better: A Child Initiative to help children and young people in out-of-home care maintain their mental health and wellbeing
- Increase access to support for families of children with disability as the National Disability Insurance Scheme progressively rolls out across Queensland.

Performance snapshot



42% of all children in out-of-home care are Aboriginal and Torres Strait Islander children, compared to **39%** in 2013

Aboriginal and Torres Strait Islander children are disproportionately represented in the tertiary child protection system, and this continues to increase.

More Aboriginal and Torres Strait Islander children are **placed with kin**, increasing from **36%** to **43%**

(30 June 2013 to 30 June 2017)



Our Way calls for Aboriginal and Torres Strait Islander children in out-of-home care to be placed with kin, and enabled to reconnect or reunify with their family.

This has been supported by a 12% increase in the number of Aboriginal and Torres Strait Islander carers.



Establish 20 Aboriginal and Torres Strait Islander **Family Wellbeing services**

15% increase in the number of

Aboriginal and Torres Strait Islander children subject to **child protection orders**



and **24%** increase in **Intervention with Parental Agreement**

(30 June 2013 to 30 June 2017)

We are working more closely with Aboriginal and Torres Strait Islander families to protect and care for their children at home.

\$1.5M

over three years to implement the

First 1000 Days Australia initiative

to give **Aboriginal and Torres Strait Islander children the best start in life**

1000

99% of Aboriginal and Torres Strait Islander children subject to child protection orders



have a case plan, and

95% of children subject to ongoing intervention

have a cultural support plan



Progress in 2016–17

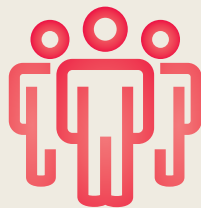
- Released the generational strategy *Our Way* to improve life outcomes for vulnerable Aboriginal and Torres Strait Islander children and families
- Released the first action plan, *Changing Tracks*, to improve support for Aboriginal and Torres Strait Islander Queenslanders at risk of entering or currently in contact with the child protection system:
 - started a trial of the Safe Sleeping Baby program to assist young parents prepare for postnatal care and infant health
 - opened applications for the Empowering Families Innovation Grants program to support new initiatives aimed at reducing the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system
- Trialled three new Aboriginal and Torres Strait Islander family-led decision-making and shared practice models to support Aboriginal and Torres Strait Islander families in contact with the child protection system to meet the needs of their children
- Developed a culturally safe midwifery student learning and clinical model to increase the number of practising Aboriginal and Torres Strait Islander midwives to improve health outcomes for Aboriginal and Torres Strait Islander women, babies and communities

Upcoming in 2017–18

- Continue implementing *Changing Tracks* to improve life outcomes for vulnerable Aboriginal and Torres Strait Islander children and families:
 - complete the statewide rollout of 20 Aboriginal and Torres Strait Islander Family Wellbeing services
 - trial the First 1000 Days Australia initiative in Townsville in late 2017
 - establish the Queensland First Children and Families Board to oversee *Our Way* and its first action plan
- Develop Talking Families community education campaign resources with and for Aboriginal and Torres Strait Islander children, young people and families
- Fund the first round of the Empowering Families Innovation Grants
- Implement the New Parent Infant Network social benefit bond program in Cairns to safely reunify children in out-of-home care with their families
- Commence trials of the Indigenous Career Development Program to support career development and pathways for Aboriginal and Torres Strait Islander staff in DCCSDS
- Launch the What's Next fund to improve education and employment outcomes for Aboriginal and Torres Strait Islander young people with a care experience
- Grow the proportion of investment provided to community-controlled organisations
- Progress implementing the five elements of the Child Placement Principle

Performance snapshot

421 new child safety positions over 3 years



129 in 2016–17
236 in 2017–18
56 in 2018–19

The number of frontline and frontline support staff is increasing. In June 2017 there were 2469 child safety staff, an increase of 14% since March 2015.

The Child Safety Workforce Strategy was supported by a further \$200 million investment over the next four years from 2017–18. This includes employing an additional 292 child safety services staff over the next two years.

New higher level positions

will provide
career
progression

opportunities for
child safety officers
to improve retention and
enable experienced staff
to continue
to work directly
with children, young people
and families

Established

relief pools
of mobile, child safety staff to target
hotspots and
emerging issues



97%
retention
of permanent child
safety officers and



3.68%
absenteeism

compared to the public sector benchmark of 4.07%

(at June quarter 2017)

Caseload
for frontline child
safety officers is
decreasing
and is now
less than 19
(from 20.9 to 18.9)

(30 June 2013 to 30 June 2017)



As at 30 June 2017, the average caseload for child safety officers working with children in need of protection and subject to ongoing intervention was 18.9.

This is an improvement from 20.9 in June 2013, despite a continued increase in the number of children in care.



Progress in 2016–17

- Recruited 129 new child safety staff to provide more timely responses to notifications of at-risk children and bring down caseloads
- Released *Strengthening our Sector: A strategy for working together for a responsive sustainable service system across the child and family support sector* and action plan (2016–17) led by the Queensland Family and Child Commission
- Enhanced in-house legal services by establishing the Office of the Child and Family Official Solicitor within DCCSDS
- Provided specialist domestic and family violence training and resources to frontline child protection, health, family support and domestic and family violence specialist service workers to help them respond appropriately to domestic and family violence incidents
- Provided specialist ice training and resources to frontline child protection workers
- Delivered train-the-trainer programs and resources to health services around Queensland to raise awareness of domestic and family violence, and support clinicians to identify, respond and refer appropriately
- Provided statewide vulnerable persons training for Queensland Police Service staff to help them develop greater understanding when responding to domestic and family violence situations
- Coordinated the 2016 Children’s Health Queensland Child Protection Symposium, in collaboration with community partners, to provide professional development opportunities for human services workers

Upcoming in 2017–18

- Commence employment of 292 additional child safety staff to improve services to children and families, reduce caseloads and meet growing demand, including:
 - a relief pool of 20 child safety staff to backfill staff on leave
 - a mobile, specialist senior practice team comprising seven child safety staff to target areas of peak demand and support regions to respond to emerging issues
- Increase mobile technologies for child safety staff to enable access to key information while in the field
- Provide staff with specialist training in domestic and family violence and working with families with drug and alcohol issues
- Continue to implement the Strengthening our Sector strategy through the development and implementation of the second action plan (2017–18) in collaboration with partner organisations
- Train service providers in key ice corridors to deliver a program to support families dealing with ice to get the facts, develop strategies and find out where to access help and support
- Expand and enhance DCCSDS’s workload management guide to ensure fair and equitable allocation of work to child safety officers that facilitates the best outcomes for children

Performance snapshot

All 121 recommendations

of the Child Protection Commission of Inquiry

58 completed and
63 commenced



We continue to make good progress with wide-ranging reforms to Queensland's child protection and family support system. Having completed the third year of implementation, we are close to one-third of the way through our 10-year reform agenda.

As at 30 June 2017, 58 recommendations have been completed and each of the other 63 recommendations is underway.



\$6M to upgrade
IT systems to allow for
faster information sharing
between agencies for
missing children

More than
90
performance
measures
published quarterly



We publish more than 90 measures each quarter in the Our Performance section of the DCCSDS website.

Since 2012–13, more than 25 measures have been added to improve transparency and accountability of the family support and child protection system.



Progress in 2016–17

- Improved the conduct of matters of the Childrens Court by establishing the Director of Child Protection Litigation and the new court litigation model
- Published the Queensland Child Death Case Review Panel's Annual Report 2015–16 and addressed issues it identified to improve services and coordination
- Published the first annual Queensland Family and Child Commission Performance of the Queensland Child Protection System (2015–16 report)
- Addressed the Queensland Ombudsman's Management of Child Safety Complaints report to assist children and young people making complaints and improve responses
- Partnered with PeakCare to develop and publish their annual roundtable report on child protection policy and service developments

Upcoming in 2017–18

- Implement the Child Protection Reform Amendment Bill 2017 if passed by Queensland Parliament
- Establish the Child Safety Quality Improvement Program to further strengthen practice and enhance oversight of system performance
- Undertake year three evaluation of Supporting Families Changing Futures to assess progress of the reforms and allow projects to be refined and adapted
- Implement the Outcomes Framework for Children and Young People in Care
- Continue to improve child safety data quality and reporting
- Establish a register of home-based services within the blue card system to improve the visibility and monitoring of foster and kinship carers, family day care services and stand-alone care services in Queensland
- Consider a contemporary whole-of-system model for child death review in Queensland, including an independent agency to take responsibility for the external review process
- Undertake a business process review of the Office of the Child and Family Official Solicitor and the Director of Child Protection Litigation to streamline and improve court processes
- Develop a regional funding allocation model to better link funding to demand
- Review and consolidate DCCSDS's complaints management systems to ensure improved reporting and monitoring of complaints
- Continue preparing for the replacement of DCCSDS's integrated client management system, in partnership with the Department of Science, Information Technology and Innovation
- Commence the upgrade of ICT systems to allow for faster information sharing between agencies when a child is missing from out-of-home care



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