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**Government
of South Australia**

Department for Child Protection
2024-25 Annual Report

DEPARTMENT FOR CHILD PROTECTION

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2024-25 ANNUAL REPORT for the Department for Child Protection

To:

The Hon Katrine Hildyard MP

Minister for Child Protection

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *Public Sector Act 2009*, 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:

Jackie Bray

Chief Executive

Date 30 September 2025

Signature



From the Chief Executive



As the Chief Executive, I am pleased to present the annual report for the South Australian Department for Child Protection (DCP) for the year 2024-25.

This past year has been one of significant reform, collaboration, and progress for the department. Working closely with our partners across the child protection and family support sector, we have advanced system-wide reforms to improve outcomes for children, young people, families and carers in South Australia.

A key milestone was the passing of the *Children and Young People (Safety and Support) Act 2025*. This landmark legislation lays the foundation for transformative change across the sector. Informed by extensive consultation, this bold legislation embeds cultural authority, mandates active efforts to uphold the Aboriginal and Torres Strait Islander Child Placement Principle and importantly, supports a transition toward an Aboriginal-led system for Aboriginal and Torres Strait Islander children and families. It also sets a new legal foundation for early support, child and family wellbeing initiatives, and shared accountability.

We look forward to working closely with key partners to ensure the implementation and operationalisation of these reforms is seamless, and the inaugural *State Strategy for the Safety and Support of Children and Young People*, set out under the new legislation, is brought to life with established and shared responsibilities across the sector. Underpinning this will be a collective commitment to generate improved outcomes for children and young people.

Family Group Conferencing continues to go from strength to strength, proving highly successful in achieving positive family-led outcomes for children and young people at risk. During 2024-25, 320 Family Group Conferences were held in SA, involving more than 540 children and young people. About 270 Aboriginal and/or Torres Strait Islander children participated in these conferences.

Almost 90 per cent of all children who participated in Family Group Conferences remained in the care of their families. On the back of this success, the state's Family Group Conference program will be expanded and supported by a \$13.4 million investment over five years.

This year, we proudly supported the establishment of Wakwakurna Kanyini as the peak body for Aboriginal children and families. We recognise Wakwakurna Kanyini as an integral partner in progressing actions under our Closing the Gap commitment and ensuring that Aboriginal-led decision making underpins necessary transformation in the sector.

In 2024, we also launched the powerful '*Foster the Feeling*' campaign, inviting the broader community to consider foster care opportunities, and generating more than 370 enquiries from prospective carers.

As part of our efforts to recognise and retain our existing valued family-based carers, we refreshed and co-signed a new Statement of Commitment to foster and kinship carers. We also created Carers Voice on the department's website, which has become a central hub for consultation opportunities for carers, helping to garner their valuable feedback on a range of topics and share the outcomes of past consultations.

One important topic that was consulted on during 2024-25 was the design of the Quality of Care Response Model which will replace the current Care Concern Management Model, with changes proposed to strengthen objectivity, improve communication and create a new review mechanism of substantiation outcomes.

Further highlights include:

Progressed the *Aboriginal Community Controlled Procurement and Investment Strategy*

Co-created with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON), this strategy aims to recognise that genuine investment and partnership with Aboriginal Community Controlled Organisations is key to enabling Aboriginal-led decision making and culturally appropriate service delivery.

Launched eCARL - the new online reporting system

System improvements were made to enhance the user experience and strengthen data security of mandated notifiers reporting online. This is part of the department's ongoing efforts to ensure vital information provided by mandatory notifiers is effectively recorded and assessed for response.

Hosted the second Child Protection and Family Support Symposium

In November, more than 480 participants from across the sector again came together to discuss common challenges and consider how we can work together to create meaningful change for children, young people and families.

Released the first *Workforce Strategy for the Child Protection and Family Support Sector*

This strategy provides a first-of-its-kind framework to attract and retain a skilled and sustainable workforce across the child protection and family support sector.

Looking ahead to 2025–26, we remain focused on delivering meaningful reform. Some of our key priorities include:

- Preparing for commencement of the *Children and Young People (Safety and Support) Act 2025*, with engagement and collaboration across the sector to inform the implementation of policy and practice.
- Developing South Australia's first *Aboriginal Action Plan* under the *Closing the Gap* framework, in partnership with SAACCON and Wakwakurna Kanyini, as part of steps to reduce the over-representation of Aboriginal children in care.

- Creating *Statements of Commitment* for children and young people, and birth families to acknowledge their voices and experiences throughout our work.
- Expanding our efforts to ensure the voices of children and young people with a care experience are informing both decision making about their own lives, as well as policy, projects, programs and services intended to support them.
- Implementing a *Model of Care for Unborn Children and Infants*, ensuring trauma-informed, culturally responsive support for families.
- Advancing our internal *DCP Workforce Strategy*, including targeted recruitment, graduate pathways and inclusive employment initiatives.

We recognise how important it is for children, young people and birth families to have opportunities to use their lived experience to shape and create these initiatives and our practice going forward. We will continue to seek this input and engage with our lived experience groups to ensure the things that are important to them are reflected in the services children and young people receive.

The achievements and future activities shared in this Annual Report reflect our unwavering commitment to protecting children, empowering families, and building a system that is inclusive, responsive, and grounded in community. I extend my sincere thanks to our staff, carers, partners, and communities for their dedication and collaboration.

Together, we are shaping a child protection and family support system that places children and young people at its heart. I look forward to the significant strides we can make over the next 12 months.



Jackie Bray

Chief Executive

Department for Child Protection

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Overview: about the agency

Our strategic focus

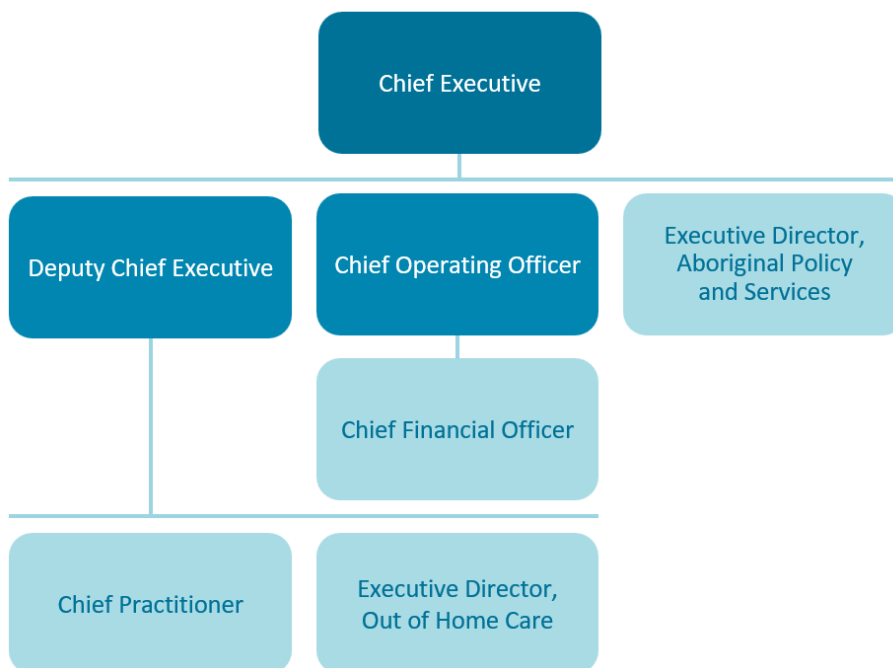
<p>Our Purpose</p>	<p>The Department for Child Protection (DCP) protects, cares for and empowers children and young people at risk and in care. We do this by working together with our key partners to respond to abuse and neglect, keep children and young people safe from further harm, help them heal from trauma and reach their full potential.</p>
<p>Our Vision</p>	<p>DCP’s vision is for all children and young people to grow up safe, healthy, connected and feeling loved so they reach their full potential.</p>
<p>Our Values</p>	<ul style="list-style-type: none"> • Respect • Trust • Collaboration • Accountability • Integrity • Transparency
<p>Our functions, objectives and deliverables</p>	<p>DCP uses a child-centred, trauma-informed and developmentally informed practice approach that focuses on cultural safety, strengthening families, supporting carers, and working in partnership to meet children and young people’s need for safety.</p> <p>The department is responsible for:</p> <ul style="list-style-type: none"> • Responding to concerns about children and young people who have experienced harm or are at risk of harm, including offering Family Group Conferencing for families whose children are at risk of entering the child protection system. • Placing children and young people in care when they are unable to live safely with their families. • Providing case management and support for children and young people under the custody or guardianship of the Chief Executive. • Supporting the reunification of children and young people with their families where it is safe to do so. • Managing the adoption process. • Supporting children and young people from a refugee background through the Commonwealth Guardianship team.

The department's Strategic Plan sets out its key areas of priority:

- **Leaders in practice excellence** – Staff in all parts of child protection develop and use best practice in their work to deliver improved outcomes for children, young people, carers and families.
- **Closing the gap** – We commit to a transformed child protection and family support system that makes active efforts and where Aboriginal and Torres Strait Islander people and communities are empowered to lead decision making about the wellbeing of Aboriginal and Torres Strait Islander children and young people.
- **A child protection and family support system that meets the needs of children and young people** – We commission and deliver services based on a deep understanding of the needs of children and young people in care and our aspirations for them to heal from trauma and reach their full potential.
- **A thriving workforce** – We are future focused in our workforce strategy, supporting and valuing our staff, proactively recruiting, and establishing sustainable systems, processes and workplaces that enable us to be highly effective.
- **Active and collaborative partnership** – We work together with our service partners and alongside the community to improve outcomes for children, young people, carers and families.
- **Working alongside carers** – We respect and value carers as vital partners in keeping children and young people safe and well.
- **Quality services and safeguarding** – We are accountable and transparent, and pursue continuous improvements to promote the safety and wellbeing of children and young people throughout the services we fund and provide.

Our organisational structure

As at 30 June 2025.



Changes to the agency

The following changes to the agency’s structure and objectives took place during 2024-25 as a result of internal reviews or machinery of government changes.

- The Commissioning, Procurement and Contracts Directorate was created, which consists of the Service Contracts and Licensing team transitioning from the Out of Home Care Directorate, the commissioning function transitioning from the Strategy, Partnerships and Reform Directorate, and the Procurement and Contracts team transitioning from Finance and Corporate Services.
- The Human Resources Directorate was retitled People and Culture, with the Learning, Practice and Professional Development team transitioning to the newly created Learning, Excellence and Innovation Academy.
- The Performance Reporting team transitioned from the Quality and Practice Directorate to the Office of the Chief Operating Officer.
- The Kinship Care team transitioned from the Service Delivery and Practice Directorate to the newly created Carer Services Directorate within the Out of Home Care Directorate.
- The Quality and Practice Directorate was retitled Quality and Safeguarding, with functions transitioning to the newly created Office of Professional Practice.
- The Disability and Development Program transitioned from the Strategy, Partnerships and Reform Directorate to the Office of Professional Practice.

- The events management function transitioned from the Strategy, Partnerships and Reform Directorate to the Strategic Communications Directorate.
- The Strategy, Partnerships and Reform Directorate was retitled Strategic Policy, Partnerships and Reform, with the additional function of voice of children and young people.
- The Service Delivery and Practice Directorate was retitled Child and Young Person Services, with the additional function of family group conferencing.
- The Aboriginal Practice Directorate transitioned to the newly created Directorate of Aboriginal Policy and Services.

Our Minister



The Hon Katrine Hildyard MP is the Minister for Child Protection and 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 effective intervention where there may be a risk of harm.

Our Executive team

As of 30 June 2025, the department's Executive team comprised:

- Jackie Bray, Chief Executive
- Darian Shephard-Bayly, Deputy Chief Executive
- Gabby Ramsay, Chief Operating Officer
- Katherine Pivetta, Chief Practitioner
- Simone Mather, Executive Director, Out of Home Care
- Jackie Ah Kit, Executive Director, Aboriginal Policy and Services
- Joanne Male, Chief Financial Officer

Legislation administered by the agency

- *Adoption Act 1988*
- *Adoption (General) Regulations 2018*
- *Child Protection Review (Powers and Immunities) Act 2002*
- *Children and Young People (Safety) Act 2017*
- *Children and Young People (Safety) Regulations 2017*
- *Children and Young People (Safety) (Transitional Provisions) Regulations 2017*
- *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 2024*
- *Social Workers Registration Act 2021* (uncommenced)

The agency's performance

Performance at a glance

The DCP Strategic Plan 2022-2026 sets out seven key departmental priorities to deliver on its vision for all children and young people to grow up safe, healthy, connected and feeling loved so they reach their full potential:

- Leaders in practice excellence
- Closing the gap
- A child protection and family support system that meets the needs of children and young people
- A thriving workforce
- Active and collaborative partnerships
- Working alongside carers
- Quality services and safeguarding.

This year, significant work has been undertaken to position the department to navigate current and future challenges, identify opportunities to improve outcomes for children and young people and build a connected child protection and family support system for the future.

The department's efforts are further strengthened by the passage of the *Children and Young People (Safety and Support) Act 2025*, which represents a foundation and framework to progress transformational and sustainable change across the child protection and family support system, to help improve the lives of children, young people and their families.

DCP has reviewed and refreshed its executive structure to ensure designated and clearly defined leadership to drive priority objectives and reform activities across the department and whole of government. A dedicated Aboriginal Policy and Services Directorate has been created to strengthen the operational and strategic cultural advice informing policy and practice development. This will ensure the department is best placed to address the significant over-representation of Aboriginal and Torres Strait Islander children and young people in care with a strong emphasis on improving outcomes for children and young people, in line with our commitments under the *National Agreement on Closing the Gap* and *Safe and Supported: the National Framework for Protecting Australia's Children 2021-2031*.

The department has continued to work collaboratively in partnership with DCP staff, carers, government and non-government organisations, and Aboriginal Community Controlled Organisations (ACCOs) to achieve the best outcomes for children and young people in care.

Across 2024-25, DCP has continued to improve its performance in a range of areas, including:

- Continuing to slow the growth of children and young people in care to the lowest rate in over a decade (0.2%).

- Increasing the number of Family Group Conferences held to 320, involving 546 children and young people, of which 89.5% were in the care of their families after the Family Group Conference.
- Approving 318 new family-based carers.
- Supporting 100 children to be diverted from entering residential care, or transition out of residential care, through the Finding Families initiative.
- Supporting over 70 carers with the Additionally Approved Care Program, providing over 5,600 nights of care, including respite care.
- Increasing the percentage of Aboriginal and Torres Strait Islander children and young people in care in a family-based care setting.
- Reducing family-based care breakdowns by more than 20%.
- Achieving Sanctuary Model Certification, marking a significant milestone in the department’s trauma-informed care journey – with 91% of staff across Residential Care having completed Sanctuary training, supporting staff to deliver consistent care that is therapeutic, culturally appropriate and responsive to the complex needs of children and young people who have experienced trauma.
- Delivering 87 face-to-face learning and development sessions to almost 400 kinship carers supported by the DCP Kinship Care Program, and releasing new online training resources for all carers to support children displaying harmful sexual behaviours.
- Establishing the Ministerial Youth Advisory Council to provide direct advice and lived experience guidance to the Minister for Child Protection and the broader child protection and family support system.

CHILDREN IN CARE	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25
Foster Care	1,705	1,669	1,666	1,615	1,607
Kinship Care	2,247	2,327	2,406	2,447	2,455
Family Day Care	41	35	43	51	48
Independent Living	50	60	48	57	75
Residential Care	604	649	701	721	695
Additionally Approved Care	n/a	n/a	n/a	n/a	20

Agency specific objectives and performance

Agency objectives	Indicators	Performance
Leaders in practice excellence – Staff in all parts of child protection and family support develop and use best practice in their work to deliver improved outcomes for children, young	Expand the use of Family Group Conferencing.	<ul style="list-style-type: none"> • Increased the use of Family Group Conferencing across the state with a focus on Aboriginal and Torres Strait Islander families and unborn child concerns. • 320 Family Group Conferences held, involving 546 children and young people, 89.5% stayed in the care of their families. Of these, 151 families

people, carers and families.		had at least one Aboriginal and/or Torres Strait Islander child, involving a total of 269 Aboriginal and Torres Strait Islander children and young people.
	Expand therapeutic support for family-based carers.	<ul style="list-style-type: none"> Established 2 dedicated FTE to support infants aged 6-18 months showing early differences in their social interaction and communication development through the Inklings Program. Secured funding for an additional 4 FTE in the Therapeutic Carer Support team, with clinicians supporting family-based carers to understand and respond to the needs of children and young people in their care.
	Increase opportunities for staff training.	<ul style="list-style-type: none"> Delivered complaints training roadshows for DCP staff at over 20 locations, inclusive of metropolitan and regional locations, as well as delivery at key staff forums such as the Principal Aboriginal Consultant Forum. Introduced new training resources enabling DCP staff to support children and young people with Fetal Alcohol Spectrum Disorder (FASD).
	Provide a structured and coordinated approach to research.	<ul style="list-style-type: none"> Progressed development of the DCP Strategic Research and Evaluation Agenda to identify priority research activities and focus efforts for impactful outcomes.
Closing the gap – We commit to a transformed child protection and family support	Support the implementation of a Peak Body for Aboriginal children and young people.	<ul style="list-style-type: none"> Established Wakwakurna Kanyini, as the leading community voice for Aboriginal children in South Australia, to ensure a clear focus on

<p>system that makes active efforts and where Aboriginal people and communities are empowered to lead decision making about the care and wellbeing of Aboriginal children and young people.</p>		<p>improving outcomes for Aboriginal children and young people and their families.</p>
	<p>Partner to progress proactive, Aboriginal-led solutions to address over-representation.</p>	<ul style="list-style-type: none"> Established a Child Protection Working Group, co-chaired by SAACCON and DCP, to deliver on the Memorandum of Understanding executed in June 2024 and focus on policy reform and place-based initiatives.
	<p>Consider recommendations of the Inquiry into the application of the Aboriginal and Torres Strait Islander Child Placement Principle in the removal and placement of children and young people in South Australia.</p>	<ul style="list-style-type: none"> Responded to the <i> Holding on to Our Future </i> report by the Commissioner for Aboriginal Children and Young people, ensuring the <i> Children and Young People (Safety and Support) Bill 2024 </i> included provisions upholding the Aboriginal and Torres Strait Islander Child Placement Principle to the standard of active efforts and privileging Aboriginal-led decision making.
	<p>Increase investment in Aboriginal Community Controlled Organisations.</p>	<ul style="list-style-type: none"> Progressed the co-creation of an Aboriginal Community Controlled Procurement and Investment Strategy with SAACCON and expended \$49.7m on ACCO service delivery (9.4% of the department’s overall procurement spend).
	<p>Build the capacity of Aboriginal Community Controlled Organisations to ensure culturally safe and responsive services for Aboriginal children, young people and families.</p>	<ul style="list-style-type: none"> Engaged KWY Aboriginal Corporation as a partner in the Finding Families program to focus on identifying secure and sustainable family placements for Aboriginal children and young people currently living in residential care. Since its commencement, the program has supported 45 Aboriginal children and young people to transition into family-based care.

	Reaffirm commitment to reconciliation.	<ul style="list-style-type: none"> Advanced reconciliation across all areas of the department through implementation of actions set out under the DCP Reconciliation Action Plan 2022-2025.
	Include the Aboriginal Kinship Care Support Program in the refresh of the Statement of Commitment to foster and kinship carers.	<ul style="list-style-type: none"> Introduced new elements to support Aboriginal carers, and carers of Aboriginal and Torres Strait Islander children and young people, outlining the roles and responsibilities of the Aboriginal Kinship Care Support Program as a key part of the family-based carer network.
<p>Working alongside carers – We respect and value carers as vital partners in keeping children and young people safe and well.</p>	Launch a refreshed Statement of Commitment to foster and kinship carers.	<ul style="list-style-type: none"> Consulted on, and delivered, a new Statement of Commitment to South Australian foster and kinship carers.
	Generate awareness of foster care and grow the carer community.	<ul style="list-style-type: none"> Ran ‘Foster the Feeling’, a targeted carer recruitment campaign, which generated over 360 enquiries from prospective foster carers.
	Provide increased opportunities for carer training.	<ul style="list-style-type: none"> Delivered 87 face-to-face learning and development sessions to almost 400 carers supported by the DCP Kinship Care Program. Launched training for foster and kinship carers on understanding, preventing and responding to harmful sexual behaviours.
	Pursue technological solutions to the management of carer information.	<ul style="list-style-type: none"> Secured \$1.2m over two years through a Commonwealth grant process to fund ICT enhancements, enabling DCP to centralise data on family-based and residential carers, and improving visibility of carer information in line with the recommendations of the <i>Royal</i>

		<i>Commission into Institutional Responses to Child Sexual Abuse.</i>
<p>A thriving workforce – We are future focused in our workforce strategy, supporting and valuing our staff, proactively recruiting, and establishing sustainable systems, processes and workplaces that enable us to be highly effective.</p>	Release a sector-wide child protection workforce strategy.	<ul style="list-style-type: none"> Established the inaugural South Australian Child Protection and Family Support Sector Workforce Strategy, following sector-wide engagement, to address workforce challenges and build a robust, highly trained workforce to meet the needs of the child protection and family support system into the future.
	Build workforce capability and expertise.	<ul style="list-style-type: none"> Established a Learning, Excellence and Innovation Academy to lead improved practice and professional development across the department.
	Positively integrate new employees.	<ul style="list-style-type: none"> Developed a new induction package for child protection workers.
	Pursue technological solutions to improve workforce efficiency.	<ul style="list-style-type: none"> Implemented a robust, resilient and modern call centre management solution. Launched the new eCARL portal for mandatory notifiers to report concerns about children’s welfare with upgrades enabling call centre staff to answer more calls. Launched the DCP Service Hub self-service portal.
<p>Active and collaborative partnerships – We work together with our service partners and alongside the community to improve outcomes</p>	Build the capacity of partners to apply trauma-informed approaches when engaging with children and young people with a care experience.	<ul style="list-style-type: none"> Developed and piloted the <i>Calm, Connect, Coach: Understanding childhood trauma and supportive sporting environments</i> learning package for sporting organisations to better support and include children with trauma experiences.

for children, young people, carers and families.	Create opportunities for children and young people to participate in recreational activities.	<ul style="list-style-type: none"> Distributed tickets for children and young people in care to attend sporting matches through donations from key partners such as Netball SA, Adelaide Crows and Port Adelaide Football Club. Also made available fee-free places for both VACSWIM and Netball SA programs for children and young people in care.
	Advance early years reforms alongside key partners.	<ul style="list-style-type: none"> Partnered with the Office for Early Childhood Development (OECD) to advance early years reforms in response to the <i>Royal Commission into Early Childhood Education and Care</i> through joint work with OECD and the Department of Human Services (DHS) on Preschool Plus – a targeted 30-hour preschool program for vulnerable 3-year-olds, launching in 2026 to provide vital early intervention and support lifelong learning and development outcomes.
	Establish a data sharing agreement with the South Australian Certificate of Education Board (SACE).	<ul style="list-style-type: none"> Completed the first data exchange with SACE for the 2024 school year under a newly executed data sharing agreement to track outcomes for young people with a care experience.
	Strengthen families and build parenting capacity through targeted intervention.	<ul style="list-style-type: none"> Supported pregnant women and mothers in custody, and throughout their sentence, as a part of the <i>Stronger Families</i> program in close partnership with the Department for Correctional Services. Developed an evidence informed, culturally responsive, best practice Model of Care for Prenatal Safety and Support to guide DCP’s work with families

		<p>during pregnancy where a notification has been received.</p> <ul style="list-style-type: none"> • Aligned cross-government efforts with targets under the <i>National Agreement on Closing the Gap</i> to reduce over-representation of Aboriginal women and children engaged with the child protection, family support and corrections systems.
	<p>Share resources and training to support grandparent carers in their caring role.</p>	<ul style="list-style-type: none"> • Supported Grandcarers SA clients by providing access to DCP Kinship Care Program training resources on topics relevant to grandparents. • Arranged for an experienced social worker to support Grandcarers SA clients to navigate the child protection and family support system.
<p>A child protection and family support system that meets the needs of children and young people – We commission and deliver services based on a deep understanding of the needs of children and young people in care and our aspirations for them to heal from trauma and reach their full potential.</p>	<p>Continue to embed the Sanctuary Model of Care in residential care and achieve Sanctuary accreditation.</p>	<ul style="list-style-type: none"> • Recognised as a Sanctuary Certified Organisation, an accreditation that represents DCP’s commitment to creating a safe, healing and trauma-informed residential care environment.
	<p>Maintain Aboriginal and Torres Strait Islander children and young people’s connection to country.</p>	<ul style="list-style-type: none"> • Implemented a centralised Return to Country Program for Aboriginal and Torres Strait Islander children and young people in care.
	<p>Facilitate network upgrades for residential care homes.</p>	<ul style="list-style-type: none"> • Extended NBN connectivity to all residential care homes ensuring a seamless online experience for children and young people in residential care.
	<p>Progress the comprehensive business case for the replacement of C3MS.</p>	<ul style="list-style-type: none"> • Secured funding from the Digital Investment Fund to lead the modernisation of DCP’s client management system C3MS, through the KidSafe

		Connect Transformation Program.
<p>Quality services and safeguarding – We are accountable and transparent, and pursue continuous improvements to promote the safety and wellbeing of children and young people throughout the service we fund and provide.</p>	Establish an Interagency Child Death Review Panel.	<ul style="list-style-type: none"> Established an Interagency Child Death Review Panel to prevent or reduce the likelihood and/or severity of similar events in the future, aimed at enhancing accountability and continuous policy and practice improvements.
	Ensure that children and young people are heard, and that their feedback is acted on by decision makers.	<ul style="list-style-type: none"> Established a Ministerial Youth Advisory Council, which includes 16 children and young people aged between 13 and 19 years of age who represent the diverse views of children and young people with an out of home care experience. Strengthened DCP’s network of youth advisory councils across the state, with new groups established in Central Region, Whyalla, Kadina and Mount Gambier and active efforts to engage new members.
	Implement a new process for managing care concerns.	<ul style="list-style-type: none"> Undertook consultation on a new Quality of Care Response Model, which directs how the department manages concerns raised about the care being provided to children and young people in care.

Corporate performance summary

During 2024-25, DCP continued to progress and deliver on key corporate initiatives, including having:

- Increased the Child and Youth Workers workforce FTE by 6.68%.
- Established new leadership for key departmental functions, including a Chief Practitioner, a Director, Learning, Excellence and Innovation Academy and a Director for Commissioning, Procurement and Contracts.
- Introduced an Aboriginal Policy and Services Directorate, led by an Executive Director, to increase the agency’s ability to provide high-level cultural advice both

operationally and strategically and contribute to policy and practice developments to address the over-representation of Aboriginal and Torres Strait Islander children and young people in the child protection and family support system.

- Created the Director, Carer Services role whose focus is on supporting and valuing carers, recruitment and retention, building support, strengthening partnerships, and advocating for practical, responsive changes.
- Provided input to the Social Workers Registration Scheme as the Board designed key scheme elements.
- Secured \$14.9 million from the state’s Digital Investment Fund for the KidSafe Connect Program to progress comprehensive digital transformation to modernise the child protection and family support system, focusing on efficiency, responsiveness, and technology upgrades, including replacing DCP’s client management system C3MS.
- Relocated DCP staff from Netley Commercial Park to the new facility at Keswick, as well as relocating DCP staff from the Disability and Development Program at 31 Flinders Street to Keswick.
- Progressed development of a DCP Strategic Research and Evaluation Agenda to identify priority research activities and focus efforts for impactful outcomes.
- Invested 9.4% of procurement expenditure in ACCOs*.
- Launched the DCP Service Hub, as a self-service portal allowing departmental staff to connect easily with DCP ICT Services and staff.

** An error was identified within the 2023-24 DCP Annual Report. Increased procurement from ACCOs was reported as 10.23%. This figure should have been reported as 9.4%.*

Employment opportunity programs

Program name	Performance
Aboriginal Employment	<p>DCP continues to have a clear commitment to enhancing employment opportunities for Aboriginal and Torres Strait Islander people in all areas of the department.</p> <p>As at 30 June 2025, 151 employees (5.2%) identified as Aboriginal and/or Torres Strait Islander.</p> <p>Three Aboriginal employees were funded to undertake the Aboriginal Leadership Program offered by the Office of the Commissioner for Public Sector Employment, which supports staff transitioning to leadership roles.</p>
Disability Employment	<p>The department has implemented policies and processes that support reasonable modification to support employees with disability, including access to flexible working arrangements.</p> <p>As at 30 June 2025, 27 (0.9%) employees declared they have a disability.</p>

<p>Gender Equality & Respect</p>	<p>The department remains a White Ribbon Accredited Workplace, reaffirming our ongoing commitment to ending gendered violence against women and supporting employees who may be experiencing domestic and family violence.</p> <p>In late 2024, the department commenced a new White Ribbon reaccreditation process, which will be finalised in September 2025. This will extend our current accreditation through to 2029.</p> <p>DCP continues to provide a range of supports for employees affected by domestic and family violence, including:</p> <ul style="list-style-type: none"> • access to the Employee Assistance Program (EAP) • enhanced Domestic and Family Violence Workplace Procedure • development of a response toolkit designed to equip managers and leaders with necessary information to provide appropriate support. <p>In addition, the department’s Gender, Equality and Respect Plan is currently being developed to further strengthen our commitment to creating a safe, inclusive, and respectful workplace.</p>
<p>Diversity & Inclusion</p>	<p>DCP respects and values the diversity of its employees, clients and partners, and is committed to creating a diverse, supportive and inclusive workforce.</p> <p>The department is currently developing a new Diversity and Inclusion Action Plan, which will be informed by whole of government initiatives including the:</p> <ul style="list-style-type: none"> • Anti-Racism Strategy • Multicultural Ambassador Program • Diversity, Equity and Inclusion Strategy • SA Autism Strategy.

Agency performance management and development systems

Performance management and development system	Performance
Performance Development Plans	<p>As at 30 June 2025, 70% of employees had recorded a Performance Development Plan (PDP) completed within the previous six months.</p> <p>Compliance rates are reported to leaders and monitored on a monthly basis.</p> <p>DCP is committed to performance development, with a strong focus on increasing completion rates and embedding a consistent approach across the agency.</p> <p>All PDPs are now captured in the Human Capital Management System, Pledge.</p>

Work health, safety and return to work programs

Program name	Performance
Work Health and Safety	<p>The department has introduced High Risk Review Panel (HRRP) meetings to ensure the safety of staff, children and young people within residential care. The HRRP framework enables discussions which specifically address key safety and wellbeing risks, with the aim of developing and applying targeted strategies and controls to eliminate or reduce Work Health and Safety risks to both workers and young people.</p> <p>The department has improved its governance systems to ensure compliance in reporting notifiable incidents to SafeWork SA, responding promptly and improving the quality of investigations when significant incidents occur.</p> <p>There has been a focus on educating and promoting incident reporting across the department, and importantly, there has been a reduction in workers compensation claims lodged. This reflects the department’s commitment to proactive safety and wellbeing supports and that promotion initiatives are contributing positively to the safety of our workforce.</p>
Wellbeing	<p>Staff safety and wellbeing remains a priority for DCP.</p> <p>The department’s Employee Assistance Program is delivered by a panel of 3 providers and offers access to 24/7 service provision, including an Aboriginal specific service to enhance culturally appropriate wellbeing support.</p> <p>EAP group sessions were held for offices and residential care staff in instances of distressing incidents or unpacking organisational trauma, reinforcing the department’s ongoing commitment to early intervention and the promotion of psychological safety.</p> <p>Professional EAP support was also provided for staff as part of suicide prevention workshops, which were tailored to the specific needs of DCP staff.</p> <p>There has been ongoing emphasis placed on supporting the mental and psychological wellbeing of residential care workers. This includes proactive efforts to address mental stressors, with the key goal of safeguarding workers’ mental health and resilience.</p>

Workplace injury claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	117	129	-9.7%
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)	30.1	32.60	-7.6%

*number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)

Work health and safety regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents** (<i>Work Health and Safety Act 2012, Part 3</i>)	18	7	+157%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	5	2	+150%

**Under s.38 of the Work Health and Safety (WHS) Act 2012, reporting notifiable incidents, such as serious injuries, dangerous occurrences, or fatalities is a legal requirement. An increase in notifiable incident reports reflects a proactive safety culture where transparency and early intervention are valued, enabling our department to strengthen WHS risk management, and ultimately protect workers more effectively.

Return to work costs***	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	7,406,703	8,712,690	-15%
Income support payments – gross (\$)	4,177,893	3,887,830	+7.5%

***before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/work-health-safety-and-return-to-work-performance-for-dcp>

Executive employment in the agency

Executive classification	Number of executives
EXECOF	1
SAES 2	5
SAES 1	15

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 2024-2025 are attached to this report.

Statement of Comprehensive Income	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	Past year 2023-24 Actual \$000s
Total Income	800 108	988 223	188 115	900 239
Total Expenses	796 002	971 482	175 480	906 856
Net Result	4 106	16 741	12 635	(6 617)
Total Comprehensive Result	4 106	16 741	12 635	(1 827)

Statement of Financial Position	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	Past year 2023-24 Actual \$000s
Current assets	79 594	68 319	(11 275)	47 708
Non-current assets	73 663	66 552	(7 111)	72 138
Total assets	153 257	134 871	(18 386)	119 846
Current liabilities	78 241	83 195	4 954	82 706
Non-current liabilities	61 075	58 117	(2 958)	62 547
Total liabilities	139 316	141 312	1 996	145 253
Net assets	13 941	(6 441)	(20 382)	(25 407)
Equity	13 941	(6 441)	(20 382)	(25 407)

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	N/A

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

Consultancies	Purpose	\$ Actual payment
BDO Services Pty Ltd	Independent review of the complaints management process	\$26,980
Forma Consulting	Change strategy and plan review and development	\$49,500
People Innovation Consulting	Workforce strategy review and development	\$48,782
Monash University	Evaluation of the Sanctuary Model in Residential Out of Home Care	\$66,000
Galpins	Review of Social Workers Registration Board finance functions	\$15,000
Gifford Partners	Independent expert advice on the 'People Matter Employment Survey 2024'.	\$32,800
	Total	\$239,062

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-utilised-in-department-for-child-protection>

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	\$130,150

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

Contractors	Purpose	\$ Actual payment
Mtx Australia Pty Ltd	Professional services - ICT services	\$882,084
Talent International (SA) Pty Ltd	HR – Short term staffing	\$592,600
ArcBlue Consulting (Aus) Pty Ltd	HR – Short term staffing and Procurement advisory	\$242,053
Taptu Pty Ltd	Professional services – ICT services	\$213,820
KPMG	Professional services - ICT services	\$197,940
Info-Tech Research Group Pty Ltd	Professional services – ICT services	\$154,370
Hays Specialist Recruitment (Australia) Pty Ltd	HR – Short term staffing	\$150,192
Edge Recruitment	HR – Short term staffing	\$114,826
Akkodis Australia Talent Pty Ltd	HR – Short term staffing	\$101,928
Randstad Pty Ltd	HR – Short term staffing	\$84,685
Pernix Pty Ltd	Professional services – ICT services	\$57,150
Digivate Health Pty Ltd	Professional services - Business services	\$50,000
Kimberley Wanganen Consultancy	Professional services - Event Management	\$49,000
Robert Walters Pty Ltd	HR – Short term staffing	\$45,415
Datacom Systems (Au) Pty Ltd	Professional services - ICT services	\$45,255
Transforming Solutions Aust Pty Ltd	Professional services – Review of DCP practice	\$45,000

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Contractors	Purpose	\$ Actual payment
NEC Australia Pty Ltd	Professional services – ICT services	\$29,740
Pan Software Pty Ltd	Professional services - ICT services	\$28,200
Katina D'Onise Consulting	Professional services - Review DCP practice	\$25,000
Deloitte Consulting Pty Ltd	Professional services – ICT services	\$24,500
Harrison McMillan Pty Ltd	HR - Short term staffing	\$24,151
Chamonix It Management Consulting (SA) Pty Ltd	Professional services - ICT services	\$23,969
Zed Management Consulting	Professional services - Event Management	\$22,300
Dfp Recruitment Services Pty Ltd	HR – Short term staffing	\$21,307
TimeTarget Pty Ltd	Business Management	\$21,202
Vendor Panel Pty Ltd	Professional services - ICT services	\$20,032
Abfa Pty Ltd	Professional services - Finance services	\$20,000
The Promise Scotland Limited	Professional service - Event management	\$19,295
Agile Analytics Pty Ltd	Professional services - ICT services	\$17,936
Girl About Town Pty Ltd	Professional services – Event Management	\$17,862
Gordon McIntyre Consulting	Professional services - HR	\$16,519
Henderson Horrocks Risk Services Pty Ltd	Professional services - HR	\$16,015
Deloitte Risk Advisory Pty Ltd	Professional services – ICT services	\$15,750

Contractors	Purpose	\$ Actual payment
Hoban Recruitment Pty Ltd	HR – Short term staffing	\$15,002
Dell Australia Pty Ltd	Professional services – ICT services	\$12,750
Stillwell Management Consultants Pty Ltd	Professional services – ICT services	\$12,167
Galpins	Professional services - Finance services	\$12,000
Jones Lang Lasalle Public Sector Valuations Pty Ltd	Professional services – Asset valuation	\$11,000
Natalie Hamood	Professional services - HR services	\$10,920
KPMG Australia Technology	Professional services – ICT Services	\$10,626
	Total	\$3,474,561

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/contractors-utilised-by-dcp>

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

DCP maintains a robust risk and internal control environment supported by an effective Internal Audit and Risk function, Performance and Risk Committee (PRC) and associated internal audit and risk management frameworks. The department has an approved rolling three-year Internal Audit Plan that is reviewed annually and updated to reflect current risks and departmental priorities. Progress against the 2024-25 plan was monitored and reported to the Senior Executive Group (SEG) and PRC on a regular basis and the status and progress of actions arising from internal audit, Auditor-General and Control Self-Assessment reviews are monitored and reported on a quarterly basis.

Based on the internal audit work undertaken in 2024-25, together with the results of the quarterly monitoring and follow up of Control Self-Assessment action plans, previous audit actions and strategic and operational risk treatment plans, the overall internal audit opinion for 2024-25 did not identify any significant issues, concerns or risks that indicated the overall risk and control environment was not effective. Procurement and Contract Management risks remain a high priority for the department.

In line with the Risk Assessment Framework and reporting timelines for SEG and PRC, strategic and operational risk registers are formally reviewed on a six-monthly basis. To support this process, Internal Audit and Risk facilitated risk workshops and held discussions with all business units to update risk assessments, controls and treatment plans. All strategic, operational and fraud risks are recorded and monitored using the Ventriv Risk system to improve the efficiency and usefulness of risk monitoring, review and reporting.

PRC met quarterly through 2024-25 with an additional meeting in August 2024 to consider the 2023-24 draft financial statements. The membership of PRC underwent a refresh in 2024-25, with three of the four existing external members retiring from the Committee at the end of their terms. Following a comprehensive recruitment process, three new external members were appointed for three-year terms beginning in January 2025. Following an extensive induction day held in April 2025, the new Committee had its first meeting on 16 April 2025 and then met again on 3 June 2025. PRC provide an annual report to the Chief Executive outlining any matters for consideration. For 2024-25, the key ongoing areas of risk as highlighted by the Committee were the:

- Need for continued focus on, and progress tracking against, high priority internal audit and Auditor-General action items.
- Tight fiscal environment, budgetary pressures and the case mix (particularly out of home care).
- Difficulty across government in identifying and addressing the underlying issues contributing to the high number of Aboriginal and Torres Strait Islander children in care.
- Need for management to continually review existing and emerging risks in the context of the child protection environment and the department's risk appetite.

As per usual practice, items of concern, risks, and significant issues that the Committee felt warranted attention were raised and discussed throughout the year during PRC meetings as part of the normal course of business.

Fraud detected in the agency

There has been just one new fraud incident to declare for 2024-25 and no non-legislative compliance to declare.

Category/nature of fraud	Number of instances
Timesheet Fraud	1

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

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fraud-detected-in-the-department-for-child-protection>

Strategies implemented to control and prevent fraud

DCP is committed to the prevention, detection and control of fraud, corruption and other criminal conduct, misconduct and maladministration in connection with the activities of the department. Fraud risks are identified as part of the department’s risk management activities and are captured in a Fraud Risk Register.

The DCP Fraud and Corruption Control Framework, adopted from the South Australian Public Sector Fraud and Corruption Control policy, aligns with Australian Standard – AS 8001:2021 Fraud and Corruption Control. It is designed to assist in the prevention, detection and response to activities labelled or defined as fraud.

DCP undertakes a range of corporate and operational activities to prevent and detect fraud in accordance with the Framework, including regular review of financial management policies and procedures, a comprehensive internal audit program, undertaking strategic and operational risk assessments, and raising the general awareness of fraud amongst staff.

The DCP Internal Audit and Risk team carried out operational risk assessments across key areas of the business, with regular reviews of fraud risks pertinent to specific business functions. Operational risk registers were continually assessed and updated, in line with the Risk Assessment Matrix. Fraud risks continued to be captured through operational risk workshops and through the Fraud Risk Register.

DCP addresses 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 Office for Public Integrity or Ombudsman SA.
- Involvement of other authorities such as South Australia Police.
- Compliance with the *Public Interest Disclosure Act 2018*, articulated through the DCP Public Interest Disclosure Procedure.

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*:

0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-interest-disclosures-for-the-department-for-child-protection>

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

Act or Regulation	Requirement
<p><i>Children and Young People (Safety) Act 2017</i></p>	<p>Part 4 – Additional Reporting Obligations of the Chief Executive</p> <p>Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out–</p> <p>(a) the following information in respect of Aboriginal and Torres Strait Islander children and young people:</p> <p>(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:</p> <p>(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),</p> <p>(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.</p>

DCP’s capacity to report on section 156(1)(a)(ii) and (iii) is in development. As at 30 June 2025:

- The rate of case plan completion for Aboriginal and Torres Strait Islander children and young people in care is 90.9%.
- 90.8% of Aboriginal and Torres Strait Islander children and young people in care have a current and approved Aboriginal Cultural Identity Support Tool.

Act or Regulation	Requirement
<p><i>Children and Young People (Safety) Act 2017</i></p>	<p>Part 4 – Additional Reporting Obligations of the Chief Executive</p> <p>Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out–</p> <p>(b) the following information relating to case workers and children and young people in care:</p> <p>(i) whether a case worker has been allocated to each child and young person in care,</p> <p>(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</p> <p>(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</p> <p>(d) the emergence of any recurring themes in the matters referred to in a preceding paragraph, and</p> <p>(e) the following information relating to recommendations of the Child Protection Systems Royal Commission (being information relating to the preceding financial year):</p> <p>(i) the extent to which any outstanding recommendations have been implemented,</p> <p>(ii) if a decision was made to implement a particular recommendation that the government, or the Minister or Chief</p>

Act or Regulation	Requirement
	<p>Executive, had previously indicated would not be implemented—the reasons for that decision and the manner in which the recommendation is to be implemented,</p> <p>(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</p> <p>(f) the number, and general nature, of placements of children and young people under section 77, and</p> <p>(g) any other matter prescribed by the regulations for the purposes of this paragraph.</p>

- As at 30 June 2025, all children and young people in care were allocated to a Primary Assigned Case Worker.
- DCP has reviewed the Data & Analytics Hub report with the intention to better support service provision through access to enhanced data analysis and operational reporting, including monitoring how many children and young people have had face-to-face contact with their allocated worker. Enhanced recording in C3MS of face-to-face contact was implemented in March 2025 and it is expected data will be available for the next Annual Report.
- As at 30 June 2025, 92.2% of children and young people had a current and approved case plan.
- In the period 1 July 2024 to 30 June 2025, a further 1 recommendation of the Child Protection Systems Royal Commission was completed. As at 30 June 2025 of the 260 recommendations, 251 recommendations were completed and 5 recommendations were yet to be completed (noting 4 recommendations were not accepted).
- While 2023-24 marked the final stand-alone report outlining the state government’s progress implementing the Child Protection Systems Royal Commission recommendations, DCP will continue its commitment to coordinate agency updates on progress implementing outstanding recommendations to meet the reporting requirements of section 156(1)(e).

- An overview of recommendations is available on the DCP website via the following link: <https://www.childprotection.sa.gov.au/research-and-publications/publications/child-protection-systems-royal-commission>

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	<p>Section 15 – Additional annual reporting obligations</p> <p>(1) The Minister must, not later than 30 September in each year, prepare a report–</p> <p>(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.</p>

This annual report details the role of the Minister and the extent to which the Minister has performed the Minister’s functions for the 2024-25 financial year. In addition, to help ensure outcomes for children and young people are at the centre of our efforts, the Minister has:

- Set a foundation for significant, transformational reform through passage of the *Children and Young People (Safety and Support) Act 2025* following consultation and ongoing conversations with children, families, carers, DCP staff, key stakeholders and communities.
- Consulted on, delivered and signed a new Statement of Commitment to South Australian foster and kinship carers - a joint promise by DCP and partner agencies to work alongside carers to ensure they receive the support they need.
- Established the Ministerial Youth Advisory Council as a mechanism for children and young people with an out of home care experience to influence system reform, provide direct advice and lived-experience guidance to the Minister for Child Protection, ensure the diverse views of children and young people are heard, and that their feedback is acted on by decision makers.
- Continued to engage with, embrace and be informed by governance structures that inform child protection and family support reform:
 - Consulted with members of the Carer Council.
 - Consulted with members of the Direct Experience Group.
 - Referred matters for advice to the Child Protection Expert Group.
 - Chaired the Chief Executive Governance Group, which drives child protection and family support system reform across government.

- Worked together with the child protection and family support sector to achieve better outcomes for children, young people and families:
 - Convened the second Child Protection and Family Support Symposium.
 - Released the Workforce Strategy for the Child Protection and Family Support Sector, the first of its kind in South Australia.

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	<p>Section 15 – Additional annual reporting Obligations</p> <p>(1) The Minister must, not later than 30 September in each year, prepare a report–</p> <p>(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:</p> <p style="margin-left: 40px;">(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,</p> <p style="margin-left: 40px;">(ii) the amount of resources allocated for the provision of such services by or on behalf of the State –</p> <p style="margin-left: 80px;">(A) during the financial year ending on the preceding 30 June, and</p> <p style="margin-left: 80px;">(B) during the current financial year,</p> <p style="margin-left: 40px;">(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.</p>

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 2024-25	Financial Information		
		2025-26 Budget \$m	2024-25 Actual expenditure \$m	2024-25 Budget \$m
1. Child and Family Support System				
The Child and Family Support System (CFSS) comprises a range of services and programs delivered by government and non-government services with the primary aim to keep children safe and well in family, community and culture.				
Tier 1: Out of home care prevention and intergenerational impact				
Out of home care prevention and intergenerational impact programs	<p>Intensive band of family support programs focused on providing supports to families at imminent risk of having their children placed in care and a specific service working with young women under 25 whose children have been removed and are at risk of repeat removals of future children.</p> <p>There were 129 families accepted with an associated 358 children, and 12 young women accepted during 2024-25.</p>	5.3	5.4	5.4
Tier 2: Intensive Family Services				
Intensive Family Services	<p>Intensive Family Services (IFS) delivered by the Department of Human Services (DHS) and through partnerships with DCP, non-government organisations and Aboriginal Community Controlled Organisations.</p> <p>Services provide targeted support for families with children aged 0-18 years with multiple and complex needs, who have been identified as high to very high risk of deepening involvement of the statutory child protection system.</p> <p>There were 1,217 families (referrals) with 2,796 associated children accepted for Intensive Family Services during 2024-25.</p>	42.9	39.3	42.1
Tier 3: Family Support Services				

Program/ Service	Description and Summary of Outcomes in 2024-25	Financial Information		
		2025-26 Budget \$m	2024-25 Actual expenditure \$m	2024-25 Budget \$m
<p>Strong Families Strong Communities Program</p> <p><i>This program commenced on 1 July 2023 following the decommissioning of the former Community Services Support Program, which ceased as of 30 June 2023.</i></p>	<p>Strong Families Strong Communities is a family support program delivered by non-government organisations and Aboriginal Community Controlled Organisations to assist families with medium to low risk child safety concerns.</p> <p>There were 723 participants in the program in 2024-25.</p>	4.4	4.3	4.3
<p>Community Development Coordinator Program</p>	<p>Community Development Coordinators (CDCs), funded by DHS, are co-located within Children's Centres or based within Safer Family Service offices, using a community development approach to improve outcomes for children and families. Together with local families and groups, they work to identify and strengthen protective factors within a community, enabling co-designed and co-owned programs, whilst mobilising local resources.</p> <p>Statewide, 40 CDCs engaged with 11,500 families during 2024-25 in a range of programs, group activities and community events.</p>	5.3	5.3	5.1
<p>Families Growing Together and Parenting SA</p>	<p>Families Growing Together and Parenting SA deliver parenting programs and resources via face-to-face and online formats. Parent Easy Guides (PEGs) developed by Parenting SA are distributed across South Australia for state-wide parenting support.</p> <p>Families Growing Together is funded by DHS and supported 1,693 families during 2024-25</p> <p>Parenting SA distributed 82,130 PEGs in 2024-25 and received 93,148 views on the Parenting SA website.</p>	0.9	0.8	0.9

Program/ Service	Description and Summary of Outcomes in 2024-25	Financial Information		
		2025-26 Budget \$m	2024-25 Actual expenditure \$m	2024-25 Budget \$m
Family by Family Program	<p>Family by Family is funded by DHS and delivered by a non-government organisation. This peer support program is a network of families supporting other families to make lasting changes and includes support to families at risk of child abuse and neglect, and escalation into the statutory child protection system.</p> <p>There were 152 families with 395 associated children supported during 2024-25.</p>	2.0	1.9	1.9
CFSS Referral System				
Pathways Service and Child and Family Safety Networks (CFSNs)	<p>Referrals into IFS are through the DHS CFSS Pathways Service (which was established in 2021 to provide a single point of entry). The service captures family information to inform system reform and to match families to appropriate services.</p> <p>CFSNs are multi-agency networks that provide regional coordinated responses to referrals (pre-birth to 18 years) from the CFSS Pathways Service. Work includes planning, service allocation, and clinical collaboration. Members include government, non-government, and Aboriginal Community Controlled Organisations.</p> <p>The CFSS Pathways Service and CFSNs processed a total of 3,392 referrals in 2024-25.</p>	4.1	4.3	4.0

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	<p>Section 15 – Additional annual reporting Obligations</p> <p>(1) The Minister must, not later than 30 September in each year, prepare a report–</p>

Act or Regulation	Requirement
	<p>(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:</p> <p>(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.</p>

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>

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	<p>Section 15 – Additional annual reporting Obligations</p> <p>(1) The Minister must, not later than 30 September in each year, prepare a report–</p> <p>(c) providing any other information required by the regulations for the purposes of this paragraph.</p>

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
Responding to notifications	Total calls made to the Call Centre	64,931	In 2024-25, the number of calls to the Call Centre increased by 2.0% from 2023-24 (63,637).
Responding to notifications	Number of calls answered	50,904	
Responding to notifications	Average wait time to the Child Abuse Report Line	14 min 22 sec	The average wait time to the Child Abuse Report Line (CARL) in 2024-25 was three minutes and 17 seconds more than

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
			2023-24 (11 min 05 sec).
Responding to notifications	Number of eCARL submissions	58,867	There were 3,292 (5.9%) more eCARL submissions in 2024-25 than in 2023-24 (55,575).
Responding to notifications	Total number of notifications referred for an alternative response	<p>Of the 19,893 notifications referred:</p> <ul style="list-style-type: none"> • 9,620 were referred to an appropriate State Authority • 1,065 were referred to another agency • 9,208 were referred for another outcome, including Refer Relevant Agency, family meeting, case management response or internal service response. 	There were 304 (1.5%) fewer alternative responses in 2024-25 than in 2023-24 (20,197).
Child protection responses	Number of notifications	102,543 (25,459 for Aboriginal and/or Torres Strait Islander children and young people)	<p>In 2024-25, there were 3,612 (3.7%) more notifications received than in 2023-24 (98,931).</p> <p>There were 1,791</p>
Child protection responses	Number of screened-in notifications	38,166 (10,995 for Aboriginal and/or Torres Strait Islander	(4.5%) fewer notifications screened-in for further assessment and response in 2024-25,

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
		children and young people)	<p>than in 2023-24 (39,957).</p> <p>Of the 2024-25 notifications, 37.2% were screened-in compared to 40.4% screened-in for 2023-24.</p> <p>Notifications for Aboriginal and/or Torres Strait Islander children and young people comprised 24.8% of all notifications in 2024-25 compared to 24.6% (24,291) in 2023-24 and 28.8% of screened-in notifications compared to 28.0% (11,185) in 2023-24.</p>
Children placed on child protection orders	Total children placed on orders	1,554 (559 for Aboriginal and/or Torres Strait Islander children and young people)	<p>The number of children placed on an order decreased by 27 (1.7%) compared to 2023-24 (1,581).</p> <p>Aboriginal and/or Torres Strait Islander children and young people comprised 36.0% of children placed on an order in 2024-25 compared to 36.8% (582) in 2023-24.</p>
Children placed on child protection orders	Children placed on orders for first time	696 (247 for Aboriginal and/or Torres Strait Islander children and young people)	<p>The number of children placed on an order for the first time decreased by 9 (1.3%) from 2023-24 (705).</p> <p>In 2024-25, 44.8% of children were placed on an order for the first</p>

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
			time, compared to 44.6% in 2023-24. Aboriginal and/or Torres Strait Islander children and young people comprised 35.5% of children placed on an order for the first time in 2024-25 compared to 36.3% (256) in 2023-24.
Children placed on child protection orders	Total children on a 12-month order at 30 June 2025	516 (216 for Aboriginal and/or Torres Strait Islander children and young people)	At 30 June 2025, 42 (7.5%) fewer children were on an order under the Guardianship of the Chief Executive up to 12 months, than at 30 June 2024 (558). Aboriginal and/or Torres Strait Islander children and young people comprised 41.9% of children on an order under the Guardianship of the Chief Executive up to 12 months at 30 June 2025 compared to 34.8% (194) in 2024.
Children placed on child protection orders	Total children on an order until 18 years of age under Guardianship of the Chief Executive	4,151 (1,633 for Aboriginal and/or Torres Strait Islander children and young people)	The number of children on a Guardianship of the Chief Executive to 18 years order at 30 June 2025 increased by 2 (0.05%) from 30 June 2024 (4,149). Aboriginal and/or Torres Strait Islander children and young people comprised 39.3% of children on an order to 18 years at 30

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
			June 2025 compared to 38.8% (1,610) in 2024.
Children in care	Number of children (0-17 years) in care at 30 June 2025	4,900 (1,858 Aboriginal and/or Torres Strait Islander children and young people)	<p>The number of children aged 0-17 years in care at 30 June 2025 increased by 9 (0.2%) compared to 30 June 2024 (4,891).</p> <p>The proportion of children in family-based care has increased by 0.2 percentage points from 84.1% as at 30 June 2024 to 84.3% as at 30 June 2025. The number in family-based care has also increased by 17 (0.4%). Family-based care includes foster, kinship, specific child only, guardianship family day care, and additionally approved care.</p> <p>The number of Aboriginal and/or Torres Strait Islander children and young people aged 0-17 years in care at 30 June has increased by 41 (2.3%) in 2025 compared to 2024 (1,817).</p> <p>Aboriginal and/or Torres Strait Islander children and young people comprise 37.9% of the 0-17 year old in care population at 30 June 2025, 0.8 percentage points higher than the 2024 reported figure of 37.1%. The proportion</p>

	Indicators of Performance	Performance 2024-25	Performance Comparison to 2023-24
			of Aboriginal and/or Torres Strait Islander children in family-based care has increased by 0.3 percentage points to 84.9%.

Figures may be different from those nationally reported, due to timing and the reconciliation process.

Deaths of children and young people	<p>The department recorded 9 deaths of children and young people during 2024-25 who were in care or had child protection contact over the previous 12 months.</p> <p>In reporting on deaths and circumstances of death, standards around small cell suppression (i.e. less than 5) have been applied to ensure children and young people are unable to be identified.</p> <p>The above figures do not establish that an individual’s contact with the system was a causative factor in their death.</p>
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Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	28
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	15
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	1
Communication	Communication quality	Inadequate, delayed or absent communication with customer	22
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	6
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	3
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	41
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	10
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0

Complaint categories	Sub-categories	Example	Number of Complaints 2024-25
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	5
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	6
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	14
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	20
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	6
		Total	177

Additional Metrics	Total
Number of positive feedback comments	14
Number of negative feedback comments	58
Total number of feedback comments	72
% complaints resolved within policy timeframes	75%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-complaints-received-by-dcp-complaints-unit>

Service Improvements

DCP has taken action in response to recommendations from Dr Fiona Arney’s Independent Inquiry into Foster and Kinship Care in SA, inclusive of commencing the development of face-to-face and online training package for frontline staff, in partnership with the DCP Learning, Excellence and Innovation Academy. DCP also developed the *Making a complaint with DCP* factsheet for family-based carers, explaining the department’s complaints process.

The Complaints and Feedback Management Unit (CFMU) has developed and completed a statewide Roadshow to all metropolitan and regional DCP office locations. This was also delivered to the Statewide Kinship Support Worker Forum, Carer Council and to the facilitators of learning within DCP. DCP initiated an independent review conducted by BDO Consulting, which supported the need for local level education and the importance of training for frontline operational staff, while identifying strengths in the Level 2 centralised complaints response provided by the CFMU.

Further focus will be dedicated to the development of Complaints and Feedback guidelines and the reviewing of policies and procedures to ensure alignment and compliance with the *Children and Young People (Safety and Support) Act 2025*. This will include gathering feedback from key stakeholders within the sector to further enhance accessibility and visibility of complaints processes for service users.

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 2024-25



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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 2025.

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 2025, financial performance and 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 2025
- a Statement of Financial Position as at 30 June 2025
- a Statement of Changes in Equity for the year ended 30 June 2025
- a Statement of Cash Flows for the year ended 30 June 2025
- notes, comprising material accounting policy information 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* and 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 2025.

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 Blaskett
Auditor-General

23 September 2025

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Department for Child Protection

Financial Statements

For the year ended 30 June 2025

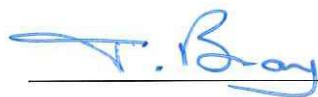
Department for Child Protection
Certification of the Financial Statements
for the year ended 30 June 2025

Certification of the financial statements

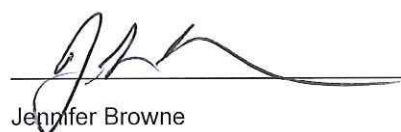
We certify that the:

- financial statements of the Department for Child Protection:
 - are in accordance with the accounts and records of the department;
 - comply with relevant Treasurer's instructions;
 - 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.



Jackie Bray
Chief Executive
15 September 2025



Jennifer Browne
Chief Financial Officer
15 September 2025

Department for Child Protection **OFFICIAL**
Statement of Comprehensive Income
for the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income			
Appropriation	3.1	972 431	886 861
Resources received free of charge	3.2	5 659	5 190
Grants and subsidies	3.3	4 691	3 689
Intra-government transfers	3.4	3 144	71
Fees and charges	3.5	72	96
Other income	3.6	2 226	4 332
Total income		988 223	900 239
Expenses			
Child protection services	4.1	613 969	561 495
Employee related expenses	4.2	283 008	274 496
Supplies and services	4.3	66 232	63 080
Depreciation and amortisation	5.4, 5.5	6 551	6 293
Grants and subsidies	4.5	1 192	789
Borrowing costs	4.6	217	178
Other expenses	4.7	313	525
Total expenses		971 482	906 856
Net result		16 741	(6 617)
Other comprehensive income			
Items that will not be reclassified to net result			
Changes in property, plant and equipment asset revaluation surplus	5.4	-	4 790
Total other comprehensive income		-	4 790
Total comprehensive result		16 741	(1 827)

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 2025

OFFICIAL

	Note	2025 \$'000	2024 \$'000
Current assets			
Cash and cash equivalents	5.1	62 804	38 746
Receivables	5.2	5 515	8 962
Total current assets		68 319	47 708
Non-current assets			
Property, plant and equipment	5.4	66 472	71 976
Intangible assets	5.5	80	162
Total non-current assets		66 552	72 138
Total assets		134 871	119 846
Current liabilities			
Payables	6.1	39 973	36 318
Employee related liabilities	6.3	33 888	36 096
Provisions	6.4	7 936	7 168
Other financial liabilities	6.2	1 084	2 783
Other non-financial liabilities	6.5	314	341
Total current liabilities		83 195	82 706
Non-current liabilities			
Employee related liabilities	6.3	34 885	34 050
Provisions	6.4	21 221	24 673
Other non-financial liabilities	6.5	1 271	1 389
Other financial liabilities	6.2	740	2 435
Total non-current liabilities		58 117	62 547
Total liabilities		141 312	145 253
Net liabilities		(6 441)	(25 407)
Equity			
Retained earnings		(47 004)	(63 745)
Asset revaluation surplus	7.1	30 832	30 832
Contributed capital		9 731	7 506
Total equity		(6 441)	(25 407)

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 2025

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		Asset		
	Note	Contributed capital \$'000	revaluation surplus \$'000	Retained earnings \$'000
		\$'000	\$'000	\$'000
		Total equity \$'000		
Balance at 1 July 2023		3 683	26 042	(57 128)
Net result for 2023-24		-	-	(6 617)
Gain on revaluation of land during 2023-24	5.4	-	3 527	-
Gain on revaluation of Residential accommodation during 2023-24	5.4	-	752	-
Gain on revaluation of leasehold improvements during 2023-24	5.4	-	511	-
Total comprehensive result for 2023-24		-	4 790	(6 617)
Equity contribution received		3 823	-	-
Balance at 30 June 2024		7 506	30 832	(63 745)
Net result for 2024-25		-	-	16 741
Total comprehensive result for 2024-2025		-	-	16 741
Equity contribution received		2 225	-	-
Balance at 30 June 2025		9 731	30 832	(47 004)

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 2025

OFFICIAL

		2025	2024
		\$'000	\$'000
Cash flows from operating activities	Note		
Cash inflows			
Appropriation		972 431	886 861
GST recovered from the ATO		50 591	52 062
Grants and subsidies		4 691	1 781
Intra-government transfers		3 144	1 979
Fees and charges		101	244
Other income		5 570	1 649
		<u>1 036 528</u>	<u>944 576</u>
Cash outflows			
Payments for child protection services		(658 717)	(608 393)
Employee related payments		(286 624)	(270 998)
Payments for supplies and services		(63 299)	(52 353)
Payments of grants and subsidies		(1 215)	(823)
Interest paid		(217)	(178)
Other payments		(261)	(913)
		<u>(1 010 333)</u>	<u>(933 658)</u>
Net cash from operating activities	7.2	<u>26 195</u>	<u>10 918</u>
Cash flows from investing activities			
Cash outflows			
Purchase of property, plant and equipment		(1 033)	(2 963)
		<u>(1 033)</u>	<u>(2 963)</u>
Net cash used in investing activities		<u>(1 033)</u>	<u>(2 963)</u>
Cash flows from financing activities			
Cash inflows			
Capital contributions from government		2 225	3 823
		<u>2 225</u>	<u>3 823</u>
Cash outflows			
Repayment of principal portion of lease liabilities		(3 329)	(3 286)
		<u>(3 329)</u>	<u>(3 286)</u>
Net Cash from/(used in) financing activities		<u>(1 104)</u>	<u>537</u>
Net increase in cash and cash equivalents		<u>24 058</u>	<u>8 492</u>
Cash and cash equivalents at the beginning of the reporting period		38 746	30 254
Cash and cash equivalents at the end of the reporting period	5.1	<u>62 804</u>	<u>38 746</u>

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 2025

1. About the Department for Child Protection

The Department for Child Protection (the department) is a not-for-profit 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. The department is funded principally from appropriation by the SA Government.

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.

The department is currently supporting the establishment of the independent Social Workers Registration Scheme (SWRS). The SWRS will become an independent entity when the *Social Worker's Registration Act 2021* comes into operation on a day to be fixed by proclamation at which time, the independent entity is required to produce its own financial statements per the *Social Worker's Registration Act 2021*. Transactions relating to the establishment of the scheme are disclosed within the department's transactions and are considered immaterial in nature, unless specifically detailed in the relevant disclosure(s).

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.

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.

All amounts in the financial statements and accompanying notes have been rounded to the nearest thousand dollars (\$'000).

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 (ATO), 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.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Statement of Financial Position.

Assets that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets. Liabilities that are due to be settled within 12 months after the end of reporting period or for which the department has no right to defer the settlement for at least 12 months after the end of the reporting period are classified as current liabilities. All other assets and liabilities are classified as non-current.

Significant accounting policies are set out throughout the notes.

The department is liable for fringe benefits tax (FBT) and goods and services tax (GST).

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 financial activities, which is recoverable from, or payable to, the ATO is classified as part of operating cash flows.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2025

1.2. Objectives and programs

Objectives

The department's primary objective is to work with government agencies, non-government organisations and communities to keep children and young people safe from abuse and neglect and improve their lives, to effectively intervene where necessary to support and help strengthen families, through the administration of the state's child protection and family support system and statutory framework. The department is committed to placing the safety and wellbeing of children and young people at the centre of decision-making, and to working across the system to amplify their voices and the voices of their families, including carers.

The department receives, assesses, refers and investigates child protection notifications and intervenes to keep children and young people safe, and where possible strengthen families. It is required to make an 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, for supporting the reunification of children and young people with their families.

The department works closely with a range of government agencies and non-government organisations and communities so that children and young people who have been abused or are at risk of further abuse can be connected, together with their families, to appropriate and effective family supports.

The department works to support foster and kinship carers and to empower people and organisations across the child protection and family support system and is focused on reforming the system through a whole of government, whole of sector and whole of community approach.

Programs

The department operates within the 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, and on strengthening and supporting families.

This includes:

- Assessing and responding to reports of abuse and risk of harm to children and young people, including referral, investigation, and/or intervention where appropriate.
- Providing children and young people who are at risk of harm, together with their families, with appropriate supports and effective intervention, including family group conferencing.
- Applying for care and protection orders and placing children and young people in care to ensure their safety when all other options have been explored and the child or young person remains at risk.
- Implementing the five core elements of the Aboriginal and Torres Strait Islander Child Placement Principle to the standard of 'active efforts' and supporting children and young people's connection to family, community and culture.
- Working with families to address the safety concerns for a child or young person, so reunification can take place when it is safe and in the best interests of the child or young person.
- Supporting children and young people to help them to recover from abuse and trauma and reach their full potential.
- Providing assistance and support to young people to transition to adulthood and independence.
- Supporting foster and kinship carers.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2025

1.3. Budget performance

The budget performance table compares the department's outcomes against budget information presented to Parliament (2024-25 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 2025 \$'000	Actual 2025 \$'000	Variance \$'000
Statement of Comprehensive Income				
Income				
Appropriation	(a)	797 108	972 431	175 323
Resources received free of charge		-	5 659	5 659
Grants and subsidies		1 498	4 691	3 193
Fees and charges		38	72	34
Intra-government transfers		-	3 144	3 144
Other income		1 464	2 226	762
Total income		800 108	988 223	188 115
Expenses				
Child protection services	(a)	450 068	613 969	163 901
Employee related expenses		276 294	283 008	6 714
Supplies and services		58 921	66 232	7 311
Depreciation and amortisation		5 725	6 551	826
Grants and subsidies		225	1 192	967
Borrowing costs		38	217	179
Other expenses		4 731	313	(4 418)
Total expenses		796 002	971 482	175 480
Net result		4 106	16 741	12 635
Other comprehensive income				
Items that will not be reclassified to net result				
Changes in property, plant and equipment asset revaluation surplus		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive result		4 106	16 741	12 635

Explanations are provided for variances where the variance exceeds the greater of 10% of the original budgeted amount and 5% of original budgeted amount for expenses.

- (a) The variance primarily relates to an increase of the costs associated with providing services for non-family based care. Additional supplementation was required through the mid-year budget review \$129.4 million, and 2024-25 budget measure adjustments \$18.6 million.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2025

1.3. Budget performance (continued)

		Original Budget 2025 \$'000	Actual 2025 \$'000	Variance \$'000
Investing expenditure summary				
Total leases	(1)	2 993	3 453	460
Total existing projects	(2)	4 272	551	(3 721)
Total annual program		518	482	(36)
Total investing expenditure		7 783	4 486	(3 297)

(1) An increase in right of use vehicles and private accommodation leased assets to support the provision of care and protection services.

(2) Lower than budget due to project delays associated with office accommodation fit out and DCP owned residential care facilities.

1.4. Significant transactions with government related entities

The department had significant transactions with government related entities including appropriation funding received from the Department of Treasury and Finance (DTF) (refer note 3.1) and incurred expenditure with the Department of Infrastructure and Transport (DIT) of \$15.1 million (2024: \$14.4 million) (refer note 4.3).

The department also receives Commonwealth-sourced grants and funding, some of which are received from the Commonwealth indirectly through DTF (refer note 3.3).

Department for Child Protection
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2. Key management personnel and Board and committees

2.1. Key management personnel

Key management personnel of the department include the Minister for Child Protection (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 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 DTF) under section 6 of the *Parliamentary Remuneration Act 1990*. Refer to administered items (refer note 11) for disclosures of the Minister's remuneration paid by the department and recovered from the Consolidated Account.

	2025	2024
	\$'000	\$'000
Compensation		
Salaries and other short-term employee benefits	5 205	4 554
Post-employment benefits	589	537
Other long-term employment benefits	29	65
Total compensation	5 823	5 156

Transactions with key management personnel and other related parties

The department did not enter into material transactions with key management personnel or their close family during the reporting period.

2.2. Board and committee members

Members during the 2024-25 financial year were:

Performance and Risk Committee

Ms Rosey Batt (Chair)
 Ms Jill Noble
 Ms Nerida Saunders*
 Mr Philip Fagan-Schmidt
 Mr Darian Shephard-Bayly*
 Ms Gabriella Ramsay*
 Ms Joanne Male*
 Ms Kitty McLean* (resigned)
 Ms Rosina Hislop (expired)
 Mr Onno van der Wel (expired)
 Ms Linda Abrams-South* (expired)

Dame Roma Mitchell Trust Funds Board of Advice

Ms Marjorie Ellis (Chair)
 Ms Chelsea Hall*
 Mr Nick Jenkins
 Ms Fiona Endacott
 Ms Laura Hooper
 Ms Shirley Smith*
 Ms Arabella Stravolemos
 Ms Melissa Gibson
 Ms Colleen Fitzpatrick (resigned)

Social Workers Registration Board

Dr Carmela Bastian (Presiding Member)
 Ms Jodie Stevens (Deputy Presiding Member)
 Mr Ruka Taite
 Ms Jane Mussared
 Ms Tracey Greaves*
 Ms Nicole Lancaster*
 Ms Simone Mather*
 Ms Kerry Beck* (resigned)
 Ms Sarah Macdonald* (resigned)

*Government employees did not receive any remuneration for board/committee duties during the financial year where the board/committee falls under the definitions of Premier and Cabinet Circular No. 016.

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2.2. Board and committee members (continued)

The department has other internal boards and committees that do not meet disclosure requirements for which there are paid members. The number of paid members is provided below.

- Contact Arrangements Review Panel – 9
- Licensing and Compliance Panel – 1
- Committee for Procurement Governance – 1
- Child Protection Expert Group – 6
- Financial Management Committee- 1

Board and committee remuneration	2025	2024
The number of members whose remuneration received/receivable falls within the following bands:		
	Number of members	Number of members
\$0	20	19
\$1 - \$19 999	27	19
\$20 000 - \$39 999	-	1
Total number of members	47	39

The total remuneration received or receivable by members was \$69 000 (2024: \$57 000). Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, salary sacrifice benefits and fringe benefits and any related fringe benefits tax paid.

3. Income

3.1. Appropriation

	2025	2024
	\$'000	\$'000
Appropriation from the Consolidated Account pursuant to the <i>Appropriation Act</i>	797 108	791 861
Appropriation from the Governor's Appropriation Fund	175 323	95 000
Total appropriation	972 431	886 861

Appropriation is recognised on receipt.

Department for Child Protection
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3.2. Resources received free of charge

	2025	2024
	\$'000	\$'000
Services received free of charge - Audit Office of South Australia	290	-
Services received free of charge - Shared Services SA	4 229	4 070
Services received free of charge - DTF - ICT	1 095	1 120
Services received free of charge - DPC - Media Monitoring	45	-
Total resources received free of charge	5 659	5 190

The department receives Financial Accounting, Taxation, Payroll, Accounts Payable and Accounts Receivable services from Shared Services SA free of charge. ICT services are received from the Department of Treasury and Finance and media monitoring services are received from the Department of the Premier and Cabinet. From 2024-25 the department also receives audit services free of charge from the Audit Office of South Australia.

A corresponding expense is recognised in the financial statements (refer notes 4.3 and 4.7).

Volunteers contribute a significant number of hours to the department, in the form of supporting children and young people in care. A value for volunteer services received has not been recognised in the financial statements as the recognition criteria of AASB 1058 Income of Not-for-Profit Entities, has not been met.

3.3. Grants and subsidies

	2025	2024
	\$'000	\$'000
Commonwealth-sourced grants		
Family allowances	1 042	1 017
Unaccompanied Humanitarian Minors	478	391
Newpin program*	313	313
Family Law Information Sharing Project*	258	256
Transition to Independent Living Allowance	-	2
Carer Registration	1 200	-
Total Commonwealth-sourced grants	3 291	1 979
SA Government grants and subsidies		
Other	1 400	1 710
Total grants and subsidies	4 691	3 689

*Received from the Commonwealth indirectly through DTF.

Commonwealth-sourced grants and funding are recognised as income on receipt. Obligations under Commonwealth-sourced grants and funding are required to be met by the State of South Australia.

SA Government grants and subsidies are recognised as income on receipt.

3.4. Intra-government transfers

	2025	2024
	\$'000	\$'000
Transfers received from other SA Government entities		
Contingency funding provided by the Department of Treasury and Finance	3 144	71
Total intra-government transfers	3 144	71

Intra-government transfers are recognised as income on receipt.

Department for Child Protection
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3.5. Fees and charges

	2025	2024
	\$'000	\$'000
Other fees and charges	72	96
Total fees and charges	72	96

Fees and charges are recognised as income on receipt.

3.6. Other income

	2025	2024
	\$'000	\$'000
Recoveries	1 761	4 199
Child payment recoups	67	88
Derecognition of right of use vehicles	77	-
Other	321	45
Total other income	2 226	4 332

Other income is recognised on receipt.

Effective 1 April 2025, motor vehicle lease contractual arrangements with SAFA Fleet are no longer accounted for under AASB 16 *Leases*. The derecognition of the right-of-use assets and associated lease liabilities resulted in a net gain on termination of these arrangements, refer to notes 5.4 and 6.2.

4. Expenses

4.1. Child protection services

	2025	2024
	\$'000	\$'000
Contracted services		
Non-family-based care services	377 496	338 264
Family-based care services	64 913	60 438
Family support services	14 256	13 511
Advocacy and support services	8 467	7 519
Total contracted services	465 132	419 732
Carer payments and client related costs ¹	148 837	141 763
Total child protection services	613 969	561 495

¹incorporates all carer payments and other client related costs associated with having a child in a placement.

Department for Child Protection
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4.2. Employee related expenses

	2025	2024
	\$'000	\$'000
Salaries and wages	212 150	200 717
Superannuation	26 971	25 127
Annual leave	19 051	19 999
Long service leave	4 430	7 020
Workers compensation	4 659	6 806
Skills and experience retention leave	734	757
Board and committee fees	69	57
Targeted voluntary separation packages*	97	52
Other employee related expenses	14 847	13 961
Total employee related expenses	283 008	274 496

Departmental employees are employed under Part 7 of the *Public Sector Act*.

*Targeted voluntary separation packages expense includes amounts for offers accepted but not paid as at 30 June 2025.

The superannuation expense represents the department's contributions to superannuation plans in respect of current services of current employees. DTF centrally recognises the superannuation liability in the whole of government financial statements.

Employee remuneration

	2025	2024
	No	No
The number of employees whose remuneration received or receivable falls within the following bands:		
\$166 001 to \$171 000*	N/A	7
\$171 001 to \$191 000	13	20
\$191 001 to \$211 000	10	5
\$211 001 to \$231 000	6	2
\$231 001 to \$251 000	2	-
\$251 001 to \$271 000	3	4
\$271 001 to \$291 000	1	3
\$291 001 to \$311 000	-	1
\$331 001 to \$351 000	1	-
\$351 001 to \$371 000	1	1
\$431 001 to \$451 000	-	1
\$451 001 to \$471 000	1	-
\$831 001 to \$851 000	-	1
Total	38	45

*This band has been included for the purposes of reporting comparative figures based on the executive base level remuneration rate for 2024-25.

The total remuneration received by these employees for the year was \$8.4 million (2024: \$10 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, overtime, workers compensation, penalties, attraction allowance, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and 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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4.2. Employee related expenses (continued)

Targeted voluntary separation packages (TVSP)

The number of employees paid a TVSP during the reporting period was nil (2024: 1).

	2025 \$'000	2024 \$'000
Amounts paid to separated employees:		
Targeted voluntary separation packages	-	52
Leave paid to separated employees	-	32
Total amount paid	-	84
Recovery from the Department of Treasury and Finance	-	-
Net cost to the department	-	84

4.3. Supplies and services

	2025 \$'000	2024 \$'000
Accommodation	14 575	13 690
Information technology and communications	10 677	10 054
Minor works, maintenance and equipment	7 448	10 555
Vehicle and travelling expenses	7 139	6 259
Shared Services SA charges	5 426	5 261
Contractors	3 605	1 664
Office administration	3 494	3 012
Employee related costs	3 073	2 952
Rental and leases accommodation	3 049	2 685
Utilities	1 700	1 570
Cleaning	1 281	1 204
Legal costs	1 180	1 095
Insurance	1 134	984
Intra government charges	1 110	1 089
Security	543	414
Consultants	239	96
Advertising expenses	62	4
Other supplies and services	497	492
Total supplies and services	66 232	63 080

Accommodation

Most of the department's accommodation is provided by the DIT under Memoranda of Administrative Arrangement (MoAA) issued in accordance with Government-wide accommodation policies. These arrangements do not meet the definition of a lease as set out in AASB 16 and accordingly are expensed and disclosed under accommodation. Information about accommodation incentives relating to this arrangement is shown at note 6.5.

Department for Child Protection
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4.4. Expenditure – SA Business and Non-SA Business

The following table includes all expenditure in relation to contracts above \$55,000 (GST inclusive) resulting from a procurement as defined in *Treasurer's Instruction 18 – Procurement (TI 18)*. Arrangements between public authorities and arrangements with other governments are not included.

Carer payments are not included as these payments do not result from a procurement of goods or services.

Expenditure is inclusive on non-recoverable GST.

	2025	Proportion SA and non- SA
	\$'000	businesses
Total expenditure with South Australian businesses	477 237	97%
Total expenditure with non-South Australian businesses	16 396	3%
Total Expenditure	493 633	100%

Classification as SA business or non-SA business is generally based on circumstances as at the time of entering into a contract. For contracts entered into before 20 February 2023, where sufficient evidence of an assessment made under previous procurement requirements is known to the Department, this was used to determine classification. For contracts where such evidence of prior assessment is not available and for all other contracts, classification is based on the definition of an SA business provided in TI 18.

TI 18 defines a business as being South Australian where it operates in South Australia and more than 50% of the workforce delivering the contract resulting from the procurement on behalf of the business are South Australian residents.

The disclosure for expenditure with SA businesses reflects the total spent on contracts within the TI 18 definition and in some instances includes the cost of goods sourced from outside South Australia.

In many cases, the determination has been made on the basis of representations made by suppliers at a point in time which has not been subject to independent verification.

4.5. Grants and subsidies

	2025	2024
	\$'000	\$'000
Wakwakurna Kanyini	946	-
Raising Literacy Australia	180	175
Child and Family Welfare	15	147
University of Adelaide	11	8
SA Aboriginal Community Controlled Organisation Network (SAACCON)	-	249
University of South Australia	40	210
Total grants and subsidies	1 192	789

4.6. Borrowing costs

	2025	2024
	\$'000	\$'000
Interest expense on lease liabilities	217	178
Total borrowing costs	217	178

Department for Child Protection
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4.7. Other expenses

	Note	2025 \$'000	2024 \$'000
Audit fees*		290	260
Impairment loss on receivables	5.2	(105)	169
Interest		14	14
Other expenses		114	82
Total other expenses		313	525

*Audit fees paid / payable to the Audit Office of South Australia relate to work performed under the *Public Finance and Audit Act 1987*. No other services were provided by the Audit Office of South Australia.

5. Assets

5.1. Cash and cash equivalents

	2025 \$'000	2024 \$'000
Deposits with the Treasurer (Special deposit accounts)		
Deposits with the Treasurer (Special deposit accounts)	62 541	38 444
Imprest account/cash on hand	263	302
Total cash and cash equivalents	62 804	38 746

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 three special deposit accounts with the Treasurer:

- a general operating account (DCP); and
- a general operating account (Social Workers Registration Board of South Australia (SWRB)); and
- an Accrual Appropriation Excess Funds Account (AAEFA).

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

Cash is measured at nominal amount.

Department for Child Protection
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5.2. Receivables

	2025	2024
	\$'000	\$'000
Current receivables		
Contractual receivables		
Receivables from sale of goods and services	796	3 841
Less impairment loss on receivables	(28)	(205)
Total contractual receivables	<u>768</u>	<u>3 636</u>
Statutory receivables		
GST receivable	3 659	3 720
Total statutory receivables	<u>3 659</u>	<u>3 720</u>
Prepayments	1 088	1 006
Lease incentive	-	600
Total current receivables	<u>5 515</u>	<u>8 962</u>
Total receivables	<u><u>5 515</u></u>	<u><u>8 962</u></u>

All receivables are non-interest bearing. They are held with the objective of collecting the contractual cash flows.

Contractual receivables

Contractual receivables are measured at amortised cost. Contractual receivables arise in the normal course of selling goods and services to other government agencies and to the public. Contractual receivables are normally settled within 30 days after the issue of an invoice, or the goods/services have been provided under a contractual arrangement.

Other than as recognised in the impairment loss on contractual 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.

The department has adopted the simplified impairment approach under AASB 9 and measured lifetime expected credit losses on all trade receivables using an allowance matrix as a practical expedient to measure the impairment allowance.

Allowance for impairment loss on contractual receivables

	2025	2024
	\$'000	\$'000
Carrying amount at the beginning of the period	(205)	(57)
(Increase)/decrease in the allowance recognised in profit and loss	177	(148)
Carrying amount at the end of the period	<u><u>(28)</u></u>	<u><u>(205)</u></u>

Impairment losses relate to receivables arising from contracts with customers that are external to SA Government. Refer to note 10.2 for details regarding credit risk, the methodology for determining impairment.

Statutory receivables

The net amount of GST receivable is included as part of statutory receivables.

Department for Child Protection
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5.3. Useful life and depreciation of non-financial assets

Useful life

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

Class of asset	Useful life (years)
Residential accommodation housing	20-100
Leasehold improvements	1-35
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.

5.4. Property, plant and equipment

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.

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 10.1.

Revaluation and 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 10.1. 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.

Department for Child Protection
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5.4. Property, plant and equipment (continued)

The following table shows movement in property, plant and equipment during 2024-25

Reconciliation 2024-25

	Land \$'000	Residential accommodation housing \$'000	Leasehold improvements \$'000	Computing, communications, furniture and equipment \$'000	Right-Of-Use Buildings \$'000	Right-Of-Use Vehicles \$'000	Construction work in progress \$'000	Total \$'000
Carrying amount at the beginning of the period	32 334	23 804	10 144	311	1 641	3 522	220	71 976
Additions	-	163	265	54	1 558	2 331	551	4 922
Other changes	-	-	-	-	-	106	-	106
Transfers to/(from) work in progress	-	-	22	-	-	-	(22)	-
Assets derecognised	-	-	-	-	-	(3 983)	(80)	(4 063)
Subtotal:	32 334	23 967	10 431	365	3 199	1 976	669	72 941
Gains/(losses) for the period recognised in net result:	-	(1 221)	(1 776)	(102)	(1 394)	(1 976)	-	(6 469)
Depreciation	-	-	-	-	-	-	-	-
Carrying amount at the end of the period	32 334	22 746	8 655	263	1 805	-	669	66 472
Gross carrying amount	-	-	-	-	-	-	-	-
Gross carrying amount	32 334	23 967	10 431	703	4 036	-	669	72 140
Accumulated depreciation	-	(1 221)	(1 776)	(440)	(2 231)	-	-	(5 668)
Carrying amount at the end of the period	32 334	22 746	8 655	263	1 805	-	669	66 472

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

Reconciliation 2023-24

	Land \$'000	Residential accommodation housing \$'000	Leasehold improvements \$'000	Computing, communications, furniture and equipment \$'000	Right Of Use Buildings \$'000	Right Of Use Vehicles \$'000	Construction work in progress \$'000	Total \$'000
Carrying amount at the beginning of the period	28 754	23 179	8 637	412	1 679	2 344	1 096	66 101
Additions	53	383	82	-	1 104	3 124	2 326	7 072
Other changes	-	-	-	-	-	210	-	210
Transfers to/(from) work in progress	-	636	2 566	-	-	-	(3 202)	-
Asset revaluation increment/(decrement)	3 527	752	511	-	-	-	-	4 790
Subtotal:	32 334	24 950	11 796	412	2 783	5 678	220	78 173

Gains/(losses) for the period recognised in net result:

Depreciation	-	(1 146)	(1 652)	(101)	(1 142)	(2 156)	-	(6 197)
Carrying amount at the end of the period	32 334	23 804	10 144	311	1 641	3 522	220	71 976

Gross carrying amount

Gross carrying amount	32 334	23 804	10 144	649	3 589	6 399	220	77 139
Accumulated depreciation	-	-	-	(338)	(1 948)	(2 877)	-	(5 163)
Carrying amount at the end of the period	32 334	23 804	10 144	311	1 641	3 522	220	71 976

Department for Child Protection
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5.4. Property, plant and equipment (continued)

Property, plant and equipment leased

Effective 1 April 2025, motor vehicle lease contractual arrangements with SAFA Fleet are no longer accounted for under AASB 16 Leases. From 1 April 2025, SAFA Fleet motor vehicle lease payments were recorded directly in the Income Statement. All related right-of-use assets (ROU) and liabilities up to 31 March 2025 were derecognised in accordance with the changes.

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 4.3.

The department has a limited number of leases:

- 49 residential accommodation properties leased with private landlords that are non-cancellable. Residential accommodation lease terms range from 1 year to 5 years.

The lease liabilities related to right-of-use assets and the maturity analysis of the department's lease liabilities are disclosed in note 6.2. Expenses related to leases, including depreciation and interest expenses, are disclosed in note 4.3 and 4.6. Cash outflows related to leases are disclosed in note 7.2.

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.

5.5. Intangible assets

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 upgrades to the department's Call Centre management software.

Reconciliation 2024-25

	Computer software	Total
	\$'000	\$'000
Carrying amount at the beginning of the period	162	162
Amortisation	(82)	(82)
Carrying amount at the end of the period	80	80

Reconciliation 2023-24

	Computer software	Total
	\$'000	\$'000
Carrying amount at the beginning of the period	258	258
Amortisation	(96)	(96)
Carrying amount at the end of the period	162	162

Department for Child Protection
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6. Liabilities

6.1. Payables

	2025	2024
	\$'000	\$'000
Current		
Accrued expenses	37 742	35 324
Contractual payables	2 186	955
Statutory payables	45	39
Total current payables	39 973	36 318
Total payables	39 973	36 318

Payables and accrued expenses are recognised for all amounts owing but unpaid. All payables are non-interest bearing. The carrying amount of payables represents fair value due to their short-term nature.

Contractual payables

Contractual payables are measured at amortised cost. Contractual payables are normally settled within 15 days from the date the invoice is received.

Statutory payables

Statutory payables do not arise from contracts. Statutory payables include government taxes and equivalents as well as statutory fees and charges.

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.

6.2. Other financial liabilities

	2025	2024
	\$'000	\$'000
Current		
Lease liabilities	1 084	2 783
Total current financial liabilities	1 084	2 783
Non-current		
Lease liabilities	740	2 435
Total non-current financial liabilities	740	2 435
Total other financial liabilities	1 824	5 218

Lease liabilities have been measured via discounting lease payments using either the interest rate implicit in the lease (where it is readily determined) or DTF's incremental borrowing rate. There were no defaults or breaches on any of the financial liabilities throughout the year.

The borrowing costs associated with these lease liabilities were \$217 000 (2024: \$178 000). For more details refer note 4.6.

Department for Child Protection
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6.2. Other financial liabilities (continued)

A maturity analysis of lease liabilities based on undiscounted gross cash flows is reported in the table below:

	2025 \$'000	2024 \$'000
Lease liabilities		
Up to 1 year	1 248	2 830
1 to 5 years	932	2 451
	<u>2 180</u>	<u>5 281</u>

6.3. Employee related liabilities

	2025 \$'000	2024 \$'000
Current		
Annual leave	20 112	20 647
Accrued salaries and wages	4 580	6 374
Employment on-costs	5 750	5 733
Long service leave	2 499	2 412
Skills and experience retention leave	947	930
Total current employee related liabilities	<u>33 888</u>	<u>36 096</u>
Non-current		
Long service leave	31 528	30 837
Employment on-costs	3 357	3 213
Total non-current employee related liabilities	<u>34 885</u>	<u>34 050</u>
Total employee related liabilities	<u>68 773</u>	<u>70 146</u>

Employee related liabilities accrue as a result of services provided up to the reporting date that remain unpaid. Apart from long service leave liability, employee related liabilities are measured at nominal amounts.

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

The liability for accrued salaries 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 are expected to be paid within 12 months and is measured at the undiscounted amount expected to be paid.

Salary inflation rate for annual leave and skills, experience and retention leave liability changed to 3.2% (2024: 2.4%).

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.

The expected timing and amount of long service leave payments is determined through whole-of-government actuarial calculations, which are 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.

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6.3. Employee related liabilities (continued)

The discount rate used in measuring the liability reflects the yield on long-term Commonwealth Government bonds. The yield on long term Commonwealth Government bonds has remained at 4.25% (2024: 4.25%).

The salary inflation rate has remained at 3.5% (2024: 3.5%) for long service leave liability.

The net financial effect of the changes in the actuarial assumptions and methodology was immaterial for the long service leave liability (2024: increase \$1.65 million) and also immaterial for the employee related expense (2024: increase \$1.83 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.

Employment on-costs liabilities

Employment on-costs liabilities include payroll tax, Fringe Benefits Tax, Pay As You Go withholding, ReturnToWorkSA levies and superannuation contributions. They are settled when the respective employee related liabilities they relate to are discharged. These on-costs liabilities primarily relate to the balance of leave owing to employees. The estimated proportion of long service leave to be taken as leave, rather than paid on termination affects the amount of on-costs liabilities recognised as a consequence of long service leave liabilities.

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 respective superannuation schemes.

As a result of an actuarial assessment performed by the DTF, the proportion of long service leave taken as leave has remained at 44% (2024: 44%). The average factor for the calculation of employer superannuation on-costs has increased to 12% (2024: 11.5%). These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year in the employment on-cost and employee related expense was immaterial.

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6.4. Provisions

	2025	2024
	\$'000	\$'000
Current		
Provision for workers compensation	7 737	6 950
Provision for additional compensation	139	138
Provision for legal claims	60	80
Total current provisions	7 936	7 168
Non-current		
Provision for workers compensation	18 866	22 278
Provision for additional compensation	2 055	2 195
Provision for legal claims	300	200
Total non-current provisions	21 221	24 673
Total provisions	29 157	31 841

Movement in provisions for workers compensation

	2025	2024
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	29 228	32 468
Revaluation of prior year	(4 837)	(4 688)
Additional provision recognised	7 892	7 696
Reductions arising from payments/other sacrifice of future economic benefits	(5 680)	(6 248)
Carrying amount at the end of the period	26 603	29 228

Movement in provision for additional compensation

	2025	2024
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	2 333	1 489
Revaluation of prior year	(166)	1 151
Additional provision recognised	244	206
Reductions arising from payments/other sacrifice of future economic benefits	(217)	(513)
Carrying amount at the end of the period	2 194	2 333

Movement in provisions for legal claims

	2025	2024
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	280	270
Reductions resulting from re-measurement or settlement without cost	(20)	-
Reductions arising from payments	(20)	-
Additional provision recognised	120	10
Carrying amount at the end of the period	360	280

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6.4 Provisions (continued)

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

The department is an exempt employer under the *Return to Work Act 2014*. Under a scheme arrangement, the department is responsible for the management of workers rehabilitation and compensation and is directly responsible for meeting the cost of workers' compensation claims and the implementation and funding of preventive programs.

Accordingly, a provision has been reported to reflect unsettled workers compensation claims (statutory and additional compensation schemes).

The workers compensation provision is based on an actuarial assessment of the outstanding liability as at 30 June 2025 provided by a consulting actuary engaged through the Office of the Commissioner for Public Sector Employment.

The additional compensation scheme provides continuing benefits to workers who have suffered eligible work-related injuries and whose entitlements have ceased under the statutory workers compensation scheme. Eligible injuries are non-serious injuries sustained in circumstances which involved, or appeared to involve, the committing of a criminal offence, or which arose from a dangerous situation.

There is a significant degree of uncertainty associated with estimating future claim and expense payments and also around the timing of future payments due to the variety of factors involved. The liability is impacted by agency claim experience relative to other agencies, average claim sizes and other economic and actuarial assumptions.

In addition to these uncertainties, the additional compensation scheme is impacted by the limited claims history and the evolving nature of the interpretation of, and evidence required to meeting, eligibility criteria. Given these uncertainties, the actual cost of additional compensation claims may differ materially from the estimate.

6.5. Other non-financial liabilities

	2025	2024
	\$'000	\$'000
Current		
Accommodation incentive	248	248
Deposits held - purchased leave	56	83
Unclaimed monies	3	3
Unearned revenue	7	7
Total current other liabilities	314	341
Non-current		
Accommodation incentive	1 271	1 389
Total non-current other liabilities	1 271	1 389
Total other liabilities	1 585	1 730

Accommodation incentives relate to arrangements with DIT for the Minister's office and office accommodation.

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7. Other disclosures

7.1. 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.

7.2. Cash flow

	2025	2024
	\$'000	\$'000
Reconciliation of net cash provided by operating activities to net result		
Net cash provided by operating activities	26 195	10 918
Add / (less) non-cash items		
Net gain from derecognition of right of use assets	77	-
Depreciation and amortisation	(6 551)	(6 293)
Non-current assets written off	(80)	-
Movement in assets and liabilities		
Increase / (decrease) in receivables	(3 447)	2 862
(Increase) / decrease in employee related liabilities	1 373	(5 379)
(Increase) in payables	(3 655)	(9 843)
Decrease in provisions	2 684	2 386
(Increase) / decrease in other liabilities	145	(1 268)
Net result	16 741	(6 617)

Total cash outflow for leases was \$6.3 million (2024: \$5.9 million).

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8. Outlook

8.1. Unrecognised contractual commitments

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

Contractual commitments to acquire property, plant and equipment.

Contractual commitments to acquire property, plant and equipment at the reporting date but not recognised as liabilities in the financial statements are payable as follows:

	2025	2024
	\$'000	\$'000
Within one year	-	384
Total contractual commitments to acquire property, plant and equipment	-	384

Other contractual commitments.

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

	2025	2024
	\$'000	\$'000
Within one year	218 426	316 417
Later than one year but not longer than five years	412 262	459 465
Later than five years	131 863	205 369
Total other contractual commitments	762 551	981 251

The department's other contractual commitments are for contracted service agreements for out of home care, family support services, South Australian Government Financing Authority (SAFA) vehicle leases, private short-term residential leases and, MoAAs with the Department for Infrastructure and Transport for office accommodation and facilities.

8.2. 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.

Claims for unspecified damages have been lodged against the department during the year. Eligible claims are managed as part of the department's participation in the State Government's insurance program. The Crown Solicitor's Office is negotiating with the claimants, on instruction from SAFA. A reliable estimate for the expenditure is required to settle these claims or whether they will be successful cannot be reasonably determined.

The terms of offer for a proposed new *South Australian Allied Health Professionals, Assistants and Psychologists Enterprise Agreement 2025* were presented on 13 June 2025, contingent on an agreement being reached and approved by the South Australian Employment Tribunal (SAET). In accordance with the terms of the new Enterprise Agreement, eligible staff are entitled to, amongst other things, salary increases of 4.0% per annum backdated to the first full pay period after 1 May 2025. The financial impact of the backpay cannot be reliably measured at this stage.

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8.3. Events after the reporting period

On 6 July 2025, allied health workers supported the terms for a new *South Australian Allied Health Professionals, Assistants and Psychologists Enterprise Agreement 2025*. The Enterprise Agreement was approved by the SAET on 11 August 2025. Also refer to note 8.2.

8.4. Impact of standards not yet effective

The department has assessed the impact of the new and amended Australian Accounting Standards and Interpretations not yet effective and does not expect these to have a material impact on the department's statements.

9. Changes in accounting policy

The department has assessed that the Australian Accounting Standards and Interpretations that first applied in 2024-25 did not have a material impact on the department's financial statements.

10. Measurement and risk

10.1. 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.

The revaluation process is reviewed by the department each year.

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.

A full valuation is undertaken on a regular cycle every six years for land, buildings and leasehold improvements. 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.

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10.1. Fair value (continued)

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 2023-24 and 2024-25, 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.

The department measures all assets at level 3 with the exception of land, and a portion of residential buildings of \$7.1m which are valued at level 2.

Land and residential accommodation housing

A desktop valuation of land and residential accommodation housing was performed by a Certified Practising Valuer of JLL as at 30 June 2024. The results of the valuation were processed accordingly.

The fair value for land and residential accommodation has been determined using the market approach. The market approach considered recent market evidence for comparable properties, size and location.

The fair value for specialised or restricted use land and buildings has been determined using the current replacement cost method, due to no active market existing. The current replacement cost considered the ongoing need for government services, restrictions to use of the asset, its specialised nature as well as the size, condition and estimated remaining useful life.

Construction materials were a key component of the current replacement cost method. Material costs were determined based on current market prices with consideration given to remoteness of asset location, materials needed, transport, labour, design and construction costs.

Leasehold Improvements

The fair value for leasehold improvements has been determined using the current replacement cost method, due to no active market existing. The current replacement cost method considered recent and comparable fit-out projects, fit-out density, size, layout, quality, conditions and estimated remaining useful life.

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.

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10.2. 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 works with DTF 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 note 6.2 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 debtors that are external to SA government.

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 South Australia 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 losses \$'000
Current (not past due)	80	0%	-
1 – 30 days past due	18	0%	-
31 – 60 days past due	1	0%	-
61 – 90 days past due	10	0%	-
More than 90 days past due	251	11%	28
	360		28

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10.2. 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 receivables 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.

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.

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11. Administered items

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.

	2025 \$'000	2024 \$'000
Administered Income		
Appropriation	413	365
Total administered income	<u>413</u>	<u>365</u>
Administered Expenses		
Employee related expenses	416	396
Total administered expenses	<u>416</u>	<u>396</u>
Net result	<u>(3)</u>	<u>(31)</u>

	2025 \$'000	2024 \$'000
Administered Assets		
Accrued revenue	-	-
Total administered assets	<u>-</u>	<u>-</u>
Administered Liabilities		
Payables	3	31
Total administered liabilities	<u>3</u>	<u>31</u>
Net assets	<u>(3)</u>	<u>(31)</u>