



**Government
of South Australia**

Department for Child Protection 2025-26 Annual Report

DEPARTMENT FOR CHILD PROTECTION

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OFFICIAL

Department for Child Protection 2025-26 Annual Report

To:

The Hon Alice Rolls 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 2026

Signature



From the Chief Executive



I am pleased to present the annual report for the South Australian Department for Child Protection (DCP) for the year 2025-26. This report reflects our progress and efforts to implement an ambitious reform agenda to achieve the best outcomes for children, young people, families and carers involved in the child protection and family support system across South Australia.

Foundational to our efforts is the considerable work being undertaken to coordinate and co-design implementation of the *Children and Young People (Safety and Support) Act 2025*. Consultation with sector partners to inform our approach in enlivening the new legislation is ongoing and will continue over the coming months. Work is also underway to develop the State Strategy for the Safety and Support of Children and Young People, a new requirement under this legislation.

We have continued to expand Family Group Conferencing to support family-led approaches in achieving safety for children and young people. A record 346 conferences were convened during 2025-26 (involving 614 children and young people) and significantly, 88.4% of these children and young people remained in the care of their families following engagement in a Family Group Conference as at 30 June 2026. Building on this success, Family Group Conference will be further expanded in accordance with the new Act, particularly for Aboriginal families.

The new legislation strengthens early intervention to redirect at risk families from engagement with the child protection system. Our work to support high risk infants continues as a key priority, with DCP launching a new, evidence-informed *Prenatal Safety and Support Model* in March 2026. The model echoes our wider early intervention efforts and emphasises the importance of working with families as early as possible to provide the necessary support to safely care for their infants at home.

This approach has supported more infants to remain safely with their families, with the number of post-birth infant removals (0-7 days) halving since 2020. DCP's investment in 17 specialist High Risk Infant Workers complements this work by strengthening engagement with vulnerable families and will be further enabled by an interagency protocol currently under development through the Australian Centre for Child Protection (ACCP). The protocol will guide coordinated responses across agencies when working with families during pregnancy.

These efforts to keep children safely with their families have helped sustain low growth in the overall number of children and young people in care, with the rate of growth limited to 0.3% in 2025-26.

When children and young people come into care, supporting them to grow up in safe, stable and nurturing family-based environments remains a key priority for DCP. Throughout the year, we continued to strengthen pathways for children and young people to transition from residential care to family-based placements. Targeted programs such as Care Beyond Kin and Finding Families are helping identify and support carers who can provide respite, short-term or long-term care. Since its inception, the Care Beyond Kin program has supported more than 70 carers and provided over 17,000 nights of care, while Finding Families has transitioned 213 children and young people into stable family-based placements, including 67 Aboriginal children and young people.

We have also continued to invest in growing and supporting our dedicated community of family-based carers. Building on the success of the Foster the Feeling advertising campaign, a second iteration was delivered during 2025-26 to encourage those who had previously considered becoming a foster carer to take the next step. With a particular focus on respite and emergency care, as well as reaching regional communities, the campaign contributed to the approval of 138 new foster carers during the year, and an increase of 68 kinship carers from the 2024-25 financial year.

Delivering better outcomes for children and young people depends on having a capable, supported and sustainable workforce. Recognising this, DCP launched its Thriving Workforce Strategy in February 2026, establishing a whole-of-department approach to understanding and addressing workforce requirements in the short, medium and long-term. Priorities include attracting and retaining talented staff into frontline roles across metropolitan and regional South Australia, improving the employee experience and workforce retention rates, strengthening workforce capability and fostering culturally and psychologically safe environments, with targeted action and expanded career pathways to grow and support our Aboriginal workforce.

Important work has also extended beyond state borders, with the launch of a new tri-state child protection initiative that will enhance cross-border coordination across Northern Territory, South Australia and Western Australia to deliver better outcomes for children and families. The pilot was unveiled earlier this year in Alice Springs, in partnership with Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council. Staff from the three jurisdictions are coming together as one team to build stronger family networks and increase Anangu agency and leadership.

In 2026-27, we will continue building on our progress to date, with a strong focus on delivering reforms that create lasting positive change for children, young people, families and carers. This includes continuing to prepare for the commencement of the new legislation, increasing support for carers as part of the KidSafe Connect Program and reimagining our residential care service model.

The progress detailed in this annual report underscores our commitment to delivering meaningful change for children, young people and families through a system that is inclusive, responsive, culturally safe and connected to community.

I extend my appreciation to our staff, carers, partners and communities for their shared commitment to improving outcomes for children and families. Together, we are ensuring that children and young people remain at the centre of our work and that we respond to the needs of the communities we serve.



Jackie Bray

Chief Executive

Department for Child Protection

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Overview: about the agency

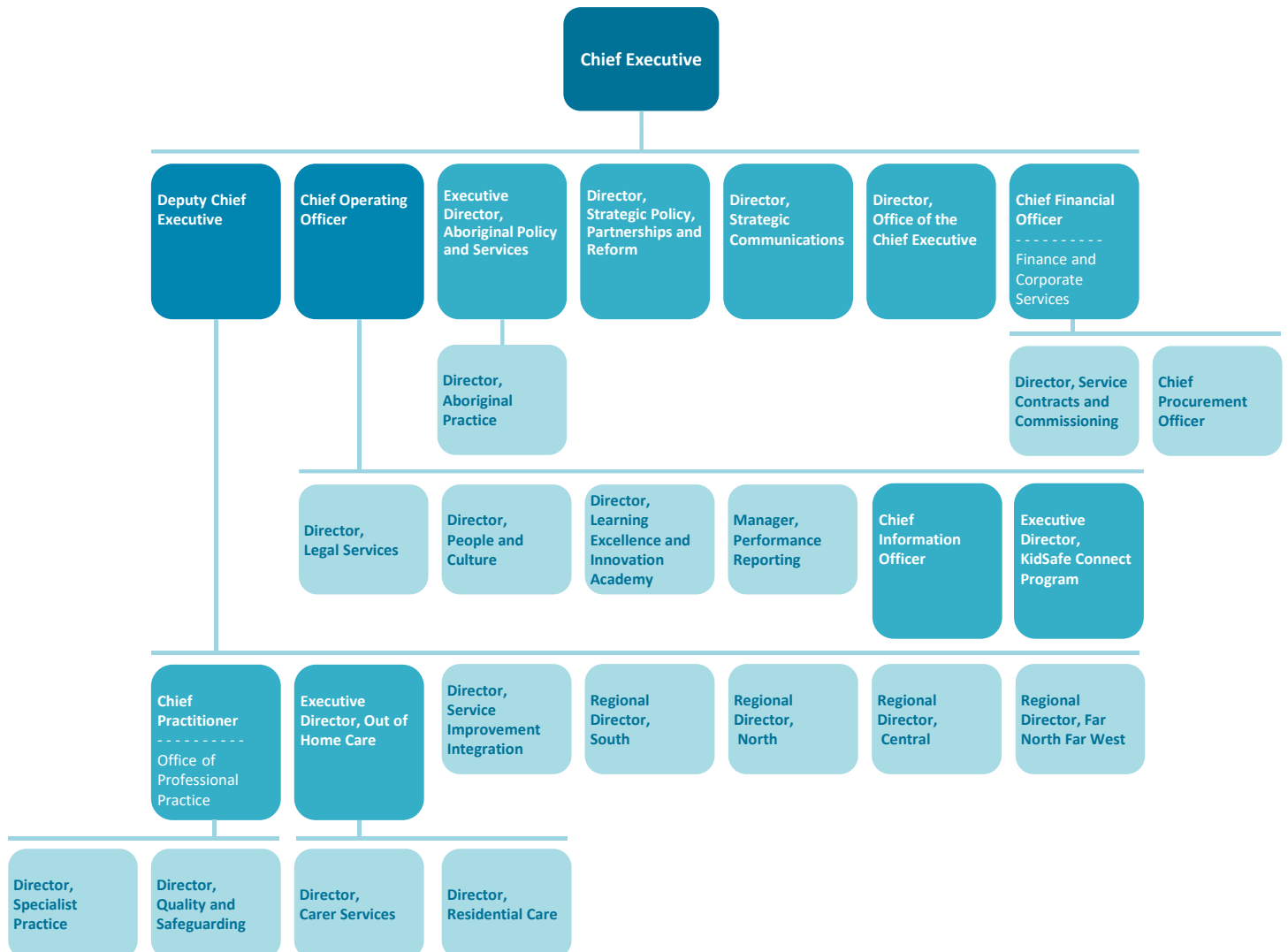
Our strategic focus

Our purpose	The Department for Child Protection (DCP) has a dedicated focus on identifying and responding to risk of harm and abuse to children and young people, and ensuring that all children and young people have a safe, secure and loving place to live, where they can grow and achieve their full potential.
Our vision	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.
Our values	• Respect • Trust • Collaboration • Accountability • Integrity • Transparency
Our functions, objectives and deliverables	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. The department is responsible for: • Responding and assessing concerns about children and young people who have experienced harm or are at risk of harm. • Coordinating early intervention service responses to achieve safety, including offering Family Group Conferences for families whose children are at risk. • 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.
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Our organisational structure

As at 30 June 2026.



Changes to the agency

During 2025-26, the following changes were made to the agency's structure to create stronger alignment with key objectives:

- The Commissioning, Procurement and Contracts Directorate was split into two separate directorates titled Service Contracts and Commissioning and Procurement and Licensing. These directorates transitioned from the Office of the Chief Operating Officer to the Finance and Corporate Services Directorate resulting in Finance and Corporate Services being retitled Finance, Procurement and Contracts.
- The KidSafe Connect Program was created, reporting to the Chief Operating Officer.
- The newly created Directorate of Specialist Practice was created within the Office of Professional Practice.

Our Minister



The Hon Alice Rolls 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 leads the government's efforts to strengthen child protection, promote the wellbeing of children and young people and support timely intervention where there is risk of harm.

Our Executive team

As of 30 June 2026, the department's Senior Executive team comprised:

- Jackie Bray, Chief Executive
- Darian Shephard-Bayly, Deputy Chief Executive
- Gabby Ramsay, Chief Operating Officer
- Jennifer Browne, Chief Financial Officer
- Jackie Ah Kit, Executive Director, Aboriginal Policy and Services
- Katherine Pivetta, Chief Practitioner
- Simone Mather, Executive Director, Out of Home Care
- Luke Havelberg, Executive Director, KidSafe Connect Program

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

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 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, DCP continued to deliver on its strategic priorities through implementation of the DCP Action Plan 2025–26, progressing key reform initiatives designed to improve outcomes for children, young people and families across South Australia.

The department progressed significant legislative and policy activities in preparation for implementation of the *Children and Young People (Safety and Support) Act 2025*, including a comprehensive review of existing regulations and identification of new regulatory requirements to support the Act's commencement, with stakeholder consultation on proposed regulations planned for the second half of 2026.

Reducing the over-representation of Aboriginal children and young people in care remains a critical priority for DCP. The new Act embeds the Aboriginal and Torres Strait Islander Child Placement Principle to the standard of active efforts, providing a strong foundation for a child protection and family support system that better supports Aboriginal children, young people, families and communities.

Alongside these legislative reforms, DCP continues to work in partnership with Aboriginal Community Controlled Organisations (ACCOs) to strengthen culturally responsive services and advance the co-design of Aboriginal-specific legislative provisions. This commitment is also reflected in the development of the next Stretch Reconciliation Action Plan, initiatives to grow cultural capability and the Aboriginal workforce, and work to develop a jurisdictional plan to support achievement of Closing the Gap Target 12.

The department further strengthened its commitment to embed the voices of children and young people with lived experience into decision-making through advancing a Statement of Commitment to Children and Young People and delivering the Child and Youth Engagement Framework. Together with DCP's regional youth advisory groups, these initiatives are supporting a more consistent approach to engaging children and young people involved in the child protection and family support system.

Work also progressed across key service delivery initiatives, including expansion of the Care Beyond Kin Program, development of a Restrictive Practices Framework, improvements to post-care supports and planning to modernise information systems and data capability through implementation of the KidSafe Connect Program.

Across 2025-26, DCP continued to improve outcomes for children, young people and families with key performance improvements including:

- A 5.7% reduction in new entries into care during 2025-26, with 551 children and young people entering care compared with 584 in the previous year.
- The total annual growth in the number of children and young people in care remaining below 1% for the third consecutive year.
- Average Child Abuse Report Line (CARL) wait times reduced by 45.2%, from 14 minutes and 22 seconds in 2024–25 to 7 minutes and 52 seconds in 2025–26.
- Investigation rates remained consistent at 29.6%, reflecting a sustained response to children, young people and families requiring assessment and intervention.
- The Care Beyond Kin Program diverted 102 children and young people from entering residential care and delivered 410 respite placements, supporting 112 children in care.
- 65 children and young people were reunified with their families from residential care, with a further 41 actively working towards reunification.

CHILDREN IN CARE	30 Jun 22	30 Jun 23	30 Jun 24	30 Jun 25	30 Jun 26
Foster Care	1,669	1,666	1,615	1,607	1606
Kinship Care	2,327	2,406	2,447	2,455	2472
Family Day Care	35	43	51	48	52
Independent Living	60	48	57	75	56
Residential Care	649	701	721	695	696
Care Beyond Kin	n/a	n/a	n/a	20	34

Agency specific objectives and performance

Agency objectives	Indicators	Performance
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.	Expand the Family Group Conference program.	• Continued expansion of Family Group Conferencing, convening 346 conferences involving 614 children and young people, with 88.4% remaining in the care of their families following the Family Group Conference as at 30 June 2026. • Partnered with Aboriginal Family Support Services (AFSS) to deliver 158 Family Group Conferences involving 281 Aboriginal children and young people, with 84.0% remaining in the care of their

Agency objectives	Indicators	Performance
		families, including extended family.
	Review and update all training to ensure departmental readiness for the requirements of the new legislation.	Developed a learning and development plan to support staff readiness and the consistent application of legislative reforms across the department.
	Modernise technology systems and enhance digital capability to support service delivery.	- Established the foundations for the KidSafe Connect Program through implementation of a comprehensive governance structure and progression of key procurement activities to support future system transformation. - Increased capacity to respond to notifications through ongoing enhancements to the eCARL portal, improving reporting processes for mandated notifiers and supporting more efficient call centre operations.
Closing the gap – We commit to a transformed child protection 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.	Partner on Aboriginal-led initiatives to address over representation.	Established a partnership approach with Wakwakurna Kanyini and the South Australian Aboriginal Community Controlled Organisations Network (SAACCON) to progress development of an Aboriginal Jurisdictional Plan aimed at reducing the over-representation of Aboriginal children and young people in care.
	Embed cultural authority and self-determination through implementation of the <i>Children and Young People (Safety and Support) Act 2025</i> .	- Worked in partnership with Aboriginal stakeholders to begin developing the detail for the new Respected Person Scheme. - Developed an implementation approach to ensure Family

Agency objectives	Indicators	Performance
		Group Conferencing is consistently offered to Aboriginal families, strengthening family-led decision-making and cultural connection. Progressed reforms that recognise Aboriginal definitions of family and provisions for delegation of decision-making authority to recognised Aboriginal entities.
	Deliver outcomes related to the DCP ACCO Procurement and Investment Plan.	- Invested \$51.6 million in ACCOs, increasing ACCO procurement spend to 10.33% and supporting Aboriginal-led delivery of services to children, young people and families. - Advanced the ACCO Procurement and Investment Strategy through engagement with Aboriginal communities in Ceduna, Port Lincoln and the Yorke Peninsula to inform place-based, community-led solutions.
	Enhance collaboration across jurisdictions to deliver more integrated child protection responses for Aboriginal children and families.	Partnered with the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council and child protection agencies across South Australia, Western Australia and the Northern Territory to launch Ngura Kutja (One Place), a 12-month pilot program supporting more integrated and coordinated services for children, young people and families across jurisdictions.
	Reconnect Aboriginal children and young people into family care.	Continued working alongside KKY through the Finding Families program to strengthen kinship care pathways for

Agency objectives	Indicators	Performance
		Aboriginal children and young people, contributing to 67 Aboriginal children and young transitioning from residential care to stable family-based placements as at 30 June 2026.
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.	Develop a plan to implement the <i>Children and Young People (Support and Safety) Act 2025</i>.	- Completed detailed assessment of existing and proposed regulations to support implementation of the <i>Children and Young People (Safety and Support) Act 2025</i>. - Commenced consultation on the development of the State Strategy and prescribed agency planning requirements under the new Act.
	Lead the department's response to recommendations from the South Australian <i>Royal Commission into Domestic, Family and Sexual Violence</i>.	Contributed to the whole-of-government response to the <i>Royal Commission into Domestic, Family and Sexual Violence</i> and established an interagency reference group to commence implementation of Recommendation 17, with DCP leading development of a South Australian framework for recognising and responding to harmful sexual behaviours in children and young people.
	Reimagine residential care to improve outcomes for children and young people.	Completed foundational planning and governance activities for the Reimagining Residential Care project, enabling progression to the next phase of residential care reform, positioning the department to undertake meaningful consultation and engagement with non-government partners, ACCOs and young people to shape the

Agency objectives	Indicators	Performance
		future model of residential care.
	Create a systemic approach to embedding the voice of children and young people with a care experience.	- Published the Child and Youth Engagement Framework in February 2026, providing a standardised and consistent approach across DCP to support the active and meaningful participation of children and young people in decision making. - Progressed development of the Statement of Commitment to Children and Young People. - Included young people in the delivery of onboarding training for new youth workers in residential care. - Continued to expand regional participation opportunities through Youth Advisory Groups and Nunga Groups.
	Work with OECD to implement early childhood reforms for children in care.	Worked collaboratively with the Office for Early Childhood Development and the Department of Human Services to progress Preschool Plus, laying the foundations for the 2026 rollout of the targeted 30-hour preschool program for vulnerable 3-year-olds.
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	Deliver on the Public Sector Anti-Racism Strategy.	Established a dedicated Anti-Racism Strategy Working Group to advance Anti-Racism and Reconciliation at DCP.
	Launch the DCP Workforce Strategy with a focus on asserting DCP as an employer of choice.	Finalised and launched the DCP Thriving Workforce Strategy, establishing a long-term framework to strengthen workforce capability, wellbeing and retention by bringing together key workforce

Agency objectives	Indicators	Performance
that enable us to be highly effective.		priorities and providing a shared foundation for future action.
	Foster a connected and informed workforce.	- Hosted a department wide staff forum to strengthen communication, share key reform initiatives and provide opportunities for staff feedback and discussion. - Held an inaugural Community of Practice for DCP's Principal Aboriginal Consultants.
Active and collaborative partnerships – We work together with our service partners and alongside the community to improve outcomes for children, young people, carers and families.	Build a connected and informed child and family services sector.	- Hosted the 2025 SA Child Protection and Family Support Awards. - Convened the third Child Protection and Family Support Symposium.
	Implement a best practice model to proactively respond to concerns about unborn children and infants.	- Launched the <i>Prenatal Safety and Support Model</i>, establishing a consistent approach to engaging with families during pregnancy and responding to concerns for unborn children from 12 weeks gestation. - Progressed collaboration with ACCP, the Department of Human Services and SA Health to develop an interagency protocol that will strengthen coordinated responses and support for families of unborn infants.
Working alongside carers – We respect and value carers as vital partners in keeping children	Expand the Care Beyond Kin program, formerly the Additionally Approved Care program.	Strengthened placement stability for children and young people by expanding opportunities for kinship carers to provide emergency, respite and short-term care through the Care Beyond Kin Program.

Agency objectives	Indicators	Performance
and young people safe and well.		Since January 2024, supported 79 carers with the Care Beyond Kin program, providing over 17,000 nights of care.
	Promote foster care and expand the carer community.	Delivered the second 'Foster the Feeling' advertising campaign, with a focus on regional, respite and emergency care, contributing to the approval of 138 new foster carers and 68 additional kinship carers in 2025-26.
	Increase support for carers.	- Developed initial concepts for a digital carer portal and register under the KidSafe Connect Program, aimed at creating a single point of access to information, resources and services to strengthen carer engagement and participation. - Released a new 'Disability assessment guide for carers' to help carers navigate the referral process for children with development concerns.
	Amplify the voices of carers in decision making.	- Established the DCP Kinship Carer Advisory Group, creating a dedicated forum for kinship carers to share their lived experience and contribute to service improvements, policy development and practice reform. - Continued engagement through the Carer Council, now in its second term of appointed members, strengthening the voice of carers in departmental decision making and providing direct advice to the Minister for Child Protection on priorities and reforms across the child protection and family support sector.

Agency objectives	Indicators	Performance
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.	Commence a review of the DCP Risk Assessment Framework and Structured Decision-Making tools.	Engaged ACCP to undertake consultation and review activities to support DCP's completion of a comprehensive review of DCP's Risk Assessment Framework and Structured Decision Making tools.
	Introduce a new approach to respond to care concerns.	Advanced implementation of a new Quality of Care Response Model, laying the foundations for a more structured, consistent and child-focused approach to the assessment and management of care concerns.
	Promote workforce wellbeing and inclusion.	- Developed DCP's second Disability Access and Inclusion Plan to strengthen accessibility, inclusion and participation across the department. - Launched the DCP Suicide Prevention Action Plan to support workforce wellbeing and build a mentally healthy workplace.
	Support the delivery of therapeutic services to children and young people.	- Expanded implementation and certification of the Sanctuary Model of Care across residential care settings. - Developed a DCP Restrictive Practices Framework for residential care. - Advanced therapeutic practice in residential care through rollout of Therapeutic Crisis Intervention (TCI) training, with 205 staff trained by 30 June 2026. - Enhanced workforce capability through training in the Power

Agency objectives	Indicators	Performance
		to Kids model and HEALing Matters. Delivered activity-based engagement and outreach programs to strengthen connections, participation and wellbeing for children and young people in care.

Corporate performance summary

During 2025-26, DCP continued to progress and deliver on key corporate initiatives including:

- Launched the KidSafe Connect Program to drive the modernisation of the Connected Client and Case Management System (C3MS), strengthening system capability, responsiveness and operational efficiency.
- Established a new Specialist Practice directorate to strengthen clinical, specialist and practice leadership across the department, consolidating responsibility for disability and development, psychological services, court services, and adverse event review functions.
- Progressed digital innovation through the pilot of Microsoft Copilot (Work), informing future artificial intelligence adoption across DCP.
- Strengthened contract management practices and collaboration with non-government service providers to support the effective monitoring of performance, financial and service delivery outcomes, contributing to improved outcomes for children, young people and families.

Employment opportunity programs

Program name	Performance
Aboriginal Employment	DCP continues to provide and enhance employment opportunities for Aboriginal and Torres Strait Islander people across the department. Implementing the 2024-2026 Aboriginal Workforce Action Plan has increased community partnerships and participation, providing culturally safe forums and networks across the department, and promotion of development and study pathways. As at 30 June 2026, 159 employees (5.2%) identified as Aboriginal and/or Torres Strait Islander, which is a net increase of 10 employees from the prior reporting period. During 2025-26, 54 talented Aboriginal employees commenced with DCP and the department experienced an increase in Aboriginal employee retention rates.

Disability Employment	The department has implemented policies and processes that support reasonable adjustments for employees with disability that enable employees to perform their roles effectively. As at 30 June 2026, 37 (1.2%) employees declared they have a disability, an increase on the previous reporting period.
Gender Equality & Respect	Gender equality and respect is foundational to the department and our work with children and young people. The department achieved White Ribbon reaccreditation in September 2025, reaffirming our ongoing commitment to ending gendered violence against women and supporting employees who may be experiencing domestic and family violence.
Diversity & Inclusion	DCP respects and values the diversity of its employees, clients and partners, and is committed to creating a diverse, supportive and inclusive workforce. The department: • developed and launched the department's Thriving Workforce Strategy 2026-2030 which includes actions designed to improve department diversity and inclusion approach and initiatives • established an Anti-Racism Steering Committee and Working Group focused on cultivating a more proactive, systematic approach to a culturally safe and inclusive workplace • progressed initiatives outlined in the Aboriginal Workforce Plan 2024-2026 including improving the department's community partnership and participation activities • achieved an increase in Aboriginal and Culturally and Linguistically Diverse workforce retention rates.

Agency performance management and development systems

Performance management and development system	Performance
Performance Development Plans	As at 30 June 2026, 66% of employees had recorded a Performance Development Plan (PDP) completed within the previous six months. DCP is committed to performance development, with a strong focus on increasing completion rates and embedding a consistent approach across the agency.

Work health, safety and return to work programs

Program name	Performance
Work Health and Safety	The department has increased its investment in WHS through an expansion of the WHS Partnering model to increase specialist accessibility and on the ground support. WHS specialists have increasingly contributed to policy development and major projects to build in safety considerations into departmental decision making and change processes across the organisation. The department continues to build WHS capability through scheduled Incident Cause Analysis Method (ICAM) training for Residential Care Supervisors, twice yearly due diligence training for Officers and the suite of online WHS programs. Reporting of hazards, incidents, and injuries increased during the year, reflecting a more engaged workforce and a stronger safety reporting culture. Over the past 12 months, the department recorded a significant reduction in a cross section of WHS indicators. Notifiable Incidents reduced by more than 80% and there was an 80% reduction in Provisional Improvement, Improvement and Prohibition Notices. Workers' compensation claim lodgements reduced by 20% compared with the previous 12 month period. This improvement reflects a continued focus on early intervention, safer work practices, and strengthened support for staff recovering from injury.
Wellbeing	The department is strengthening its wellbeing supports through a series of targeted initiatives including the delivery of proactive group wellbeing sessions for Residential Care staff and a strategic shift toward engaging psychologists through Employee Assistance Program services to ensure

	support is better aligned to workforce needs. Group wellbeing sessions have also been incorporated into structured debriefing processes for staff managing challenging situations, providing practical tools to support resilience and team cohesion. Together, these initiatives reflect a more proactive and evidence informed approach to staff wellbeing, ensuring employees have timely access to specialised and practical support.
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Workplace injury claims	Current year 2025-26	Past year 2024-25	% change (+ / -)
Total new workplace injury claims	92	117	-21.3%
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)	23.7	30.1	-21.3%

* 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 2025-26	Past year 2024-25	% change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	3	18	-83.3%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	1	5	-80%

Return to work costs**	Current year 2025-26	Past year 2024-25	% change (+ / -)
Total gross workers compensation expenditure (\$)	6,264,041	7,406,703	-15.4%
Income support payments – gross (\$)	2,862,650	4,177,893	-31.4%

** 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
SAES2	7
SAES1	14

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

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 are attached to this report.

Statement of comprehensive income	2025-26 Budget \$000s	2025-26 Actual \$000s	Variation \$000s	Past year 2024-25 Actual \$000s
Total income	894 215	998 108	103 893	988 223
Total expenses	877 476	1 003 332	125 856	971 482
Net result	16 739	(5 224)	(21 963)	16 741
Total comprehensive result	16 739	12 584	(4 155)	16 741

Statement of financial position	2025-26 Budget \$000s	2025-26 Actual \$000s	Variation \$000s	Past year 2024-25 Actual \$000s
Current assets	56 837	78 050	21 213	68 319
Non-current assets	85 485	86 672	1 187	66 552
Total assets	142 322	164 722	22 400	134 871
Current liabilities	82 446	93 300	10 854	83 195
Non-current liabilities	65 459	65 279	(180)	58 117
Total liabilities	147 905	158 579	10 674	141 312
Net assets	(5 583)	6 143	11 726	(6 441)
Equity	(5 583)	6 143	11 726	(6 441)

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	\$7,731.26

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

Consultancies	Purpose	Actual payment
Lindsey Gough	Performance Management Framework consultation, development and reporting	\$28,800
Mativia Pty Ltd	Performance Management Framework review and update	\$26,400
Transforming Solutions (Aust) Pty Ltd	Independent review of the Out of Home Care business support function	\$24,700
Veronica Marin Consulting	Independent review and update of residential care policies, procedures and supporting documentation	\$21,000
Lara Spence	Performance Management Framework reporting	\$19,200
Total		\$120,100

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](#) published at the end of each calendar year for the 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	\$96,294.55

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

Contractors	Purpose	Actual payment
Talent International (SA) P/L	HR – Short term staffing	\$711,379.30
Randstad Pty Ltd	HR – Short term staffing	\$663,871.29
Hays Specialist Recruitment	HR – Short term staffing	\$268,470.52
Attain Services Pty Ltd	HR – Short term staffing	\$241,610.00
Datacom Systems (Au) Pty Ltd	Professional services – ICT services	\$199,835.58
Bentleys (SA) Pty Ltd	Professional services – Finance services	\$126,077.20
Chapman Advisory	Professional services – ICT services	\$122,400.00
Info-tech Research Group	Professional services – ICT services	\$109,641.00
Procure Edge Advisory Pty Ltd	HR – Short term staffing	\$102,884.00
Paxus Australia Pty Ltd	HR – Short term staffing	\$98,934.97
KPMG Australia Technology Solutions Pty Ltd	Professional services – ICT services	\$94,457.00
A P Tsakalos Human Resources Consultant	Professional services – Human Resources	\$80,390.00

Contractors	Purpose	Actual payment
Virtus Security Consultants	Professional services – Asset services	\$74,490.00
Peoplebank Australia Ltd	HR – Short term staffing	\$71,540.64
Edge Recruitment	HR – Short term staffing	\$58,594.60
HWLE Lawyers	Professional services – Legal services	\$53,914.20
Agile Analytics Pty Ltd	Professional services – ICT services	\$47,000.00
Fragile To Agile (Asia Pac) P/L	Professional services – ICT services	\$45,000.00
MTX Australia Pty Ltd	Professional services – ICT services	\$43,342.60
Jill Wong Consulting	HR – Short term staffing	\$39,355.00
Benny Button Pty Ltd	Professional services – Training/Personal Development	\$38,066.40
Brown Falconer Group Pty Ltd	Professional services – Asset services	\$35,200.00
Deloitte Risk Advisory Pty Ltd	Professional services – ICT Services	\$32,508.00
EGM Partners	Professional services – Human Resources	\$31,680.00
KPMG	Professional services – ICT services	\$31,665.01
ABFA Pty Ltd	Professional services – Finance services	\$30,000.00
DXC Technology Australia	Professional services – ICT services	\$29,065.26
Harrison McMillan Pty Ltd	HR – Short term staffing	\$28,179.99
Vendor Panel Pty Ltd	Professional services – ICT services	\$25,256.25

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Contractors	Purpose	Actual payment
DFP Recruitment Services	HR – Short term staffing	\$20,554.21
Deloitte Touche Tohmatsu	Professional services – ICT services	\$19,200.00
Taptu Pty Ltd	Professional services – ICT services	\$17,850.00
Success Workplace Consulting	Professional services – Employment Relationship	\$16,905.69
Shelley-Jo Warchol	Professional services – Human Resources	\$16,672.00
Timetarget Pty Ltd	HR – Short term staffing	\$15,545.50
Synechron	Professional services – ICT services	\$15,468.75
Simple Integrated Marketing Pty Ltd	Professional services – ICT services	\$12,400.00
Hender Group Pty Ltd	HR – Short term staffing	\$11,029.47
Dell Australia Pty Ltd	Professional services – ICT services	\$10,723.97
Total		\$3,691,158.40

Data for previous years is available at:

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

The [SA Tenders and Contracts website](#) displays details of [Government of South Australia-awarded contracts](#) for goods, services and works and [across government contracts](#).

Contracts entered into with SA businesses and non-SA businesses

The following reflects contracts entered into during the financial year as reported to the Department of Treasury and Finance pursuant to Treasurer's Instructions 18 - *Procurement*. The information is unaudited.

Contracts entered into	2025-26 Number of contracts	2025-26 Contract value \$000s
With South Australian businesses	48	\$719,354,228.69
With non-South Australian businesses	17	\$23,619,202.07
Total	65	\$742,973,430.76

Note: 'South Australian businesses' has the same meaning as in Treasurer's Instructions 18 - Procurement.

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 2025-26 plan was monitored and reported to the Strategic Leadership Committee (SLC) and the 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 2025-26, 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 2025-26 identified a number of areas in respect of Procurement and Contract Management where control improvements would improve the overall effectiveness of the management of risk in this area. Procurement and Contract Management risks remain a high priority for the department.

No other significant issues, concerns or risks were identified that indicated the overall risk and control environment was not effective.

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 Ventiv Risk system to improve the efficiency and usefulness of risk monitoring, review and reporting.

The PRC met quarterly through 2025-26 with an additional meeting in August 2025 to consider the 2024-25 draft financial statements.

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 committee meetings as part of the normal course of business.

The introduction of the Climate Ready Government Cabinet Circular in 2025-26 requires all government agencies to consider climate-related risks and opportunities. Internal Audit and Risk has been engaged in supporting DCP's response to the SA Government's Climate Ready Government initiative throughout 2025-26. As part of this, the team is currently planning a Climate Risk Workshop with the Climate Ready Government Committee.

Effective management of climate-related risks and opportunities will help South Australian Government agencies to mitigate the impacts of climate change on public services and assets, harness new economic and environmental opportunities, and help achieve the state's greenhouse gas emissions reduction targets.

Fraud detected in the agency

Category/nature of fraud	Number of instances
Timesheet Fraud	2
Fraudulent Medical Certificates	1

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

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. The Framework was reviewed and updated in July 2025.

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.

Internal Audit and Risk 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 are captured through operational risk workshops, and the Fraud Risk Register was reviewed and updated in June 2026 to ensure it reflects current risks, risk exposures and controls.

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*:

1

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*, which was repealed by the *Public Interest Disclosure Act 2018* on 1 July 2019.

Reporting required under any other act or regulation

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	Part 4 – Additional Reporting Obligations of the Chief Executive Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out– (a) the following information in respect of Aboriginal and Torres Strait Islander children and young people: (i) the extent to which case planning in relation to such children and young people includes the development of cultural maintenance plans with input from local Aboriginal and Torres Strait Islander communities and organisations, (ii) the extent to which agreements made in case planning relating to supporting the cultural needs of such children and young people are being met (being support such as transport to cultural events, respect for religious laws, attendance at funerals, providing appropriate food and access to religious celebrations), (iii) the extent to which such children and young people have access to a case worker, community, relative or other person from the same Aboriginal or Torres Strait Islander community as the child or young person.

DCP's capacity to report on section 156(1)(a)(ii) and (iii) is in development. As at 30 June 2026:

- The rate of case plan completion for Aboriginal children and young people in care is 90.4%.
- 90.4% of Aboriginal children and young people in care have a current and approved Aboriginal Cultural Identity Support Tool.

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	Part 4 – Additional Reporting Obligations of the Chief Executive Section 156(1) The Chief Executive must, not later than 30 September in each year, submit to the Minister a report setting out– (b) the following information relating to case workers and children and young people in care: (i) whether a case worker has been allocated to each child and young person in care, (ii) whether each child and young person in care has had face to face contact with their allocated case worker at least once in each month, and, if not, the extent to which those targets have been achieved, and (c) whether each child or young person under the guardianship of the Chief Executive until they are 18 years of age has a case plan that is developed, monitored and reviewed as part of a regular 6 monthly planning cycle and, if not, the extent to which that target has been achieved, and (d) the emergence of any recurring themes in the matters referred to in a preceding paragraph, and (e) the following information relating to recommendations of the Child Protection Systems Royal Commission (being information relating to the preceding financial year): (i) the extent to which any outstanding recommendations have been Implemented, (ii) if a decision was made to implement a particular recommendation that the government, or the Minister or Chief

Act or Regulation	Requirement
	Executive, had previously indicated would not be implemented—the reasons for that decision and the manner in which the recommendation is to be implemented, (iii) if a decision was made not to implement a particular recommendation that the government, or the Minister or Chief Executive, had previously indicated would be implemented—the reasons for that decision, and (f) the number, and general nature, of placements of children and young people under section 77, and (g) any other matter prescribed by the regulations for the purposes of this paragraph.

- As at 30 June 2026, all children and young people in care were allocated to a Primary Assigned Case Worker.
- In the month ending 30 June 2026, 52.5% of children and young people had a face-to-face contact meeting with their case worker.
- As at 30 June 2026, 93.1% of children and young people had a current and approved case plan.
- As at 30 June 2026, 251 of the 260 Child Protection Systems Royal Commission recommendations had been completed with 5 recommendations continuing to be progressed (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>	Section 15 – Additional annual reporting Obligations (1) The Minister must, not later than 30 September in each year, prepare a report– (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.

This annual report details the role of the Minister and the extent to which the Minister has performed the Minister's functions for the 2025-26 financial year. In addition, to help ensure outcomes for children and young people are at the centre of our efforts, the Minister has:

- Strengthened collaboration with peak bodies through the signing of a new Ministerial Peak Forum Charter, reinforcing a shared commitment to improving outcomes for children and young people, recognising Aboriginal cultural authority and supporting reform across the child protection and family support sector.
- Amplified the voices of children and young people with care experience through the Ministerial Youth Advisory Council, ensuring their perspectives remain central to decision-making.
- Maintained strong connections with the Carer Council, Direct Experience Group and Child Protection Expert Group, ensuring child protection and family support reform is shaped by lived experience, carer insights and expert guidance.
- Convened the third Child Protection and Family Support Symposium, fostering collaboration and a shared commitment to better outcomes for children, young people and families across South Australia.

Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	Section 15 – Additional annual reporting Obligations (1) The Minister must, not later than 30 September in each year, prepare a report– (b) setting out the following information relating to the provision of family support services and intensive family support

Act or Regulation	Requirement
	services to children and young people who are at risk and their families: (i) the extent to which such services were provided by, or on behalf of, the State (including statistical data relating to the number of times such services were provided) during the financial year ending on the preceding 30 June, (ii) the amount of resources allocated for the provision of such services by or on behalf of the State— (A) during the financial year ending on the preceding 30 June, and (B) during the current financial year, (iii) the extent to which the allocated resources were, in fact, spent on the provision of such services during the financial year ending on the preceding 30 June.

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

Program/ Service	Description and Summary of Outcomes in 2025-26	Financial Information		
		2026-27 Budget \$m	2025-26 Actual expenditure \$m	2025-26 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	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.	5.6	5.4	5.4

Program/ Service	Description and Summary of Outcomes in 2025-26	Financial Information		
		2026-27 Budget \$m	2025-26 Actual expenditure \$m	2025-26 Budget \$m
	There were 79 families accepted with an associated 170 children, and 10 young women accepted during 2025-26.			
Tier 2: Intensive Family Services				
Intensive Family Services	Intensive Family Services (IFS) delivered by the Department of Human Services (DHS) and through partnerships with non-government organisations and Aboriginal Community Controlled Organisations (ACCOs). 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. There were 1,267 families (referrals) with 2,882 associated children accepted for IFS during 2025-26.	46.5	41.6	43.0
Tier 3: Family Support Services				
Strong Families Strong Communities Program	Strong Families Strong Communities is a family support program delivered by non-government organisations and ACCOs to assist families with medium to low-risk child safety concerns. There were 687 participants in the program in 2025-26.	4.5	4.8	4.4
Community Development Coordinator Program	Community Development Coordinators (CDCs), funded by DHS, are co-located within Children's Centers 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	5.4	4.9	5.3

Program/ Service	Description and Summary of Outcomes in 2025-26	Financial Information		
		2026-27 Budget \$m	2025-26 Actual expenditure \$m	2025-26 Budget \$m
	protective factors within a community, enabling co-designed and co-owned programs, whilst mobilising local resources. Statewide, 39 CDCs engaged with approximately 13,597 families during 2025-26 in a range of programs, group activities and community events.			
Families Growing Together and Parenting SA	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. Families Growing Together is funded by DHS and supported 1,312 families during 2025-26. Parenting SA distributed approximately 80,000 PEGs in 2025-26 and received 96,804 views on the Parenting SA website.	0.9	0.8	0.9
Family by Family Program	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. There were 114 families supported during 2025-26.	2.1	2.0	2.0
CFSS Referral System				
Pathways Service and Child and Family Safety Networks (CFSNs)	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	4.2	3.8	4.1

Program/ Service	Description and Summary of Outcomes in 2025-26	Financial Information		
		2026-27 Budget \$m	2025-26 Actual expenditure \$m	2025-26 Budget \$m
	system reform and to match families to appropriate services. CFSNs are multi-agency networks that provide regionally 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 ACCOs. The CFSS Pathways Service and CFSNs processed a total of 3,235 referrals in 2025-26.			

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

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/ongoing/report-on-government-services/>

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

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
Children placed on child protection orders	Total children placed on orders	1,554 (608 for Aboriginal children and young people)	The number of children placed on an order was unchanged compared to 2024-25 (1,554). Aboriginal children comprised 39.1% of children placed on an order in 2025-26 compared to 36.0% (559) in 2024-25. This represents an increase of 8.8% (49 children) in the number of Aboriginal children placed on an order.
Children placed on child protection orders	Children placed on orders for first time	717 (255 for Aboriginal children and young people)	The number of children placed on an order for the first time increased by 21 (3.0%) from 2024-25 (696). In 2025-26, 46.1% of children were placed on an order for the first time, compared to 44.8% in 2024-25. Aboriginal children comprised 35.6% of children placed on an order for the first time in 2025-26 compared to

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
			35.5% (247) in 2024-25.
Children placed on child protection orders	Total children on a 12-month order at 30 June 2026	486 (197 for Aboriginal children and young people)	At 30 June 2026, 30 (5.8%) fewer children were on an order under the Guardianship of the Chief Executive up to 12 months, than at 30 June 2025 (516). Aboriginal children comprised 40.5% of children on an order under the Guardianship of the Chief Executive up to 12 months at 30 June 2026 compared to 41.9% (216) in 2025.
Children placed on child protection orders	Total children on an order until 18 years of age under Guardianship of the Chief Executive	4,168 (1,672 for Aboriginal children and young people)	The number of children on a Guardianship of the Chief Executive to 18 years order at 30 June 2026 increased by 17 (0.4%) from 30 June 2025 (4,151). Aboriginal children comprised 40.1% of children on an order to 18 years at 30 June 2026 compared to 39.3% (1,633) in 2025.
Children in care	Number of children (0-17 years) in care at 30 June 2026	4,916 (1,883 Aboriginal children and young people)	The number of children aged 0-17 years in care at 30 June 2026 increased by 16 (0.3%) compared to 30 June 2025 (4,900). The proportion of children in family-based care has increased by 0.4 percentage points from 84.3% as at 30

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
			June 2025 to 84.7% as at 30 June 2026. The number in family-based care has also increased by 34 (0.8%). Family-based care includes foster, kinship, specific child only, guardianship family day care, and care beyond kin. The number of Aboriginal children aged 0-17 years in care at 30 June has increased by 25 (1.3%) in 2026 compared to 2025 (1,858). Aboriginal children comprise 38.3% of the 0-17 year olds in care population at 30 June 2026, 0.4 percentage points higher than the 2025 reported figure of 37.9%. The proportion of Aboriginal children in family-based care has decreased by 0.1 percentage points to 84.8%.

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

Deaths of children and young people	During 2025-26, three children and young people in care passed away due to medical conditions. A further 23 children and young people who had prior contact with the department died during the same period. In most cases, the cause of death was attributed to congenital or medical conditions, some were accidental, while others are yet to be determined by the Coroner. It is important to note that the figures do not establish that an individual's contact with the child protection system was a causative factor in their death.
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Act or Regulation	Requirement
<i>Children and Young People (Safety) Act 2017</i>	Section 32 – Chief Executive must assess each report indicating child or young person may be at risk (4) The Chief Executive must, in accordance with any requirements set out in the regulations– (b) include statistical information relating to action taken under this section to be included in the annual report of the Chief Executive under the <i>Public Sector Act 2009</i>.

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
Responding to notifications	Total calls made to the Call Centre	68,150	In 2025-26, the number of calls to the Call Centre increased by 5.0% from 2024-25 (64,931). In 2025-26, the Call Centre answered 7,344 more calls than in 2024-25 (50,904).
Responding to notifications	Number of calls answered	58,248	
Responding to notifications	Average wait time to the Child Abuse Report Line	7 min 52 sec	The average wait time to the Child Abuse Report Line (CARL) in 2025-26 was six minutes and 30 seconds less than 2024-25 (14 min 22 sec).
Responding to notifications	Number of eCARL submissions	57,354	There were 1,513 (2.6%) fewer eCARL submissions in 2025-26 than in 2024-25 (58,867).

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
Responding to notifications	Total number of notifications referred for an alternative response	Of the 18,785 notifications referred: • 8,805 were referred to an appropriate State Authority • 917 were referred to another agency • 9,063 were referred for another outcome, including Refer Relevant Agency, family meeting, case management response or internal service response.	There were 1,108 (5.6%) fewer alternative responses in 2025-26 than in 2024-25 (19,893).
Child protection responses	Number of notifications	105,869 (26,571 for Aboriginal and Torres Strait Islander children and young people)	In 2025-26, there were 3,326 (3.2%) more notifications received than in 2024-25 (102,543). There were 2,272
Child protection responses	Number of screened-in notifications	35,894 (10,524 for Aboriginal and Torres Strait Islander children and young people)	(6.0%) fewer notifications screened-in for further assessment and response in 2025-26, than in 2024-25 (38,166). Of the 2025-26 notifications, 33.9%

	Indicators of Performance	Performance 2025-26	Performance Comparison to 2024-25
			were screened-in compared to 37.2% screened-in for 2024-25. Notifications for Aboriginal children comprised 25.1% of all notifications in 2025-26 compared to 24.8% (25,459) in 2024-25 and 29.3% of screened-in notifications compared to 28.8% (10,995) in 2024-25.

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

Reporting required under the *Climate Change and Greenhouse Emissions Reduction Act 2007*

DCP has taken important steps to strengthen organisational resilience to climate change and support the transition to lower-emissions operations. A time limited cross-agency working group has been established and a dedicated officer assigned to support the assessment of risks associated with more frequent and severe extreme weather events on agency objectives and functions. The officer is also coordinating the development of a Carbon Management Plan to reduce departmental emissions.

Members of the working group have completed Climate Ready Government training and DCP has actively participated in the cross-agency Climate Change Action Steering Group and Community of Practice forums. The department has also commenced a review of policies and procedures to ensure future planning and decision-making appropriately considers the impacts of climate change.

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of complaints 2025-26
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	27
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	5
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	21
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	2
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	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	40

Complaint categories	Sub-categories	Example	Number of complaints 2025-26
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	7
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0
Service quality	Information	Incorrect, incomplete, out-dated or inadequate information; not fit for purpose	2
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	1
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	1
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/premises; poor cleanliness	16
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	33
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		Total	155

Additional metrics	Total
Number of positive feedback comments	8
Number of negative feedback comments	47
Total number of feedback comments	55
% complaints resolved within policy timeframes	55%

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

Service improvements

Recommendations from an independent review have been actioned to support improved practice approaches and increase accessibility to complaints processes. This includes updating the Complaint and Feedback Management Policy and Procedure to align with contemporary complaints management principles, strengthen governance requirements and provide greater clarity regarding complaint handling responsibilities and timeframes.

In addition, a complaints management training package has been developed to support frontline staff with complaint resolution, effective communication, conflict resolution, negotiation skills and managing feedback at the local level.

Compliance statement

Department for Child Protection is compliant with Premier and Cabinet Circular 039 (PC039) Complaint Management in the South Australian Public Sector	Yes
Department for Child Protection has communicated the content of PC039 and the agency's related complaints policies and procedures to employees	Yes

Appendix: Audited financial statements 2025-26



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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 2026.

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 2026, 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 2026
- a Statement of Financial Position as at 30 June 2026
- a Statement of Changes in Equity for the year ended 30 June 2026
- a Statement of Cash Flows for the year ended 30 June 2026
- notes, comprising material accounting policy 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 2026.

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 2026

Department for Child Protection

Financial Statements

For the year ended 30 June 2026

Department for Child Protection
Certification of the Financial Statements
for the year ended 30 June 2026

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

14 September 2026



Jennifer Browne
Chief Financial Officer

14 September 2026

Department for Child Protection **OFFICIAL**
Statement of Comprehensive Income
for the year ended 30 June 2026

	Note	2026 \$'000	2025 \$'000
Income			
Appropriation	3.1	959 311	972 431
Grants and subsidies	3.3	6 889	4 691
Fees and charges	3.5	44	72
Resources received free of charge	3.2	5 690	5 659
Intra-government transfers	3.4	20 178	3 144
Other income	3.6	5 996	2 226
Total income		998 108	988 223
Expenses			
Child protection services	4.1	589 193	613 969
Employee related expenses	4.2	332 982	283 008
Supplies and services	4.3	73 235	66 232
Depreciation and amortisation	5.4, 5.5	5 426	6 551
Grants and subsidies	4.4	1 670	1 192
Borrowing costs	4.5	78	217
Net loss from disposal of property, plant and equipment	5.4	293	-
Other expenses	4.6	455	313
Total expenses		1 003 332	971 482
Net result		(5 224)	16 741
Other comprehensive income			
Items that will not be reclassified to net result			
Gain on revaluation of land	5.4	17 808	-
Total other comprehensive income		17 808	-
Total comprehensive result		12 584	16 741

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 2026

OFFICIAL

		2026	2025
	Note	\$'000	\$'000
Current assets			
Cash and cash equivalents	5.1	69 604	62 804
Receivables	5.2	8 446	5 515
Total current assets		78 050	68 319
Non-current assets			
Property, plant and equipment	5.4	86 672	66 472
Intangible assets	5.5	-	80
Total non-current assets		86 672	66 552
Total assets		164 722	134 871
Current liabilities			
Payables	6.1	45 540	39 973
Employee related liabilities	6.3	37 178	33 888
Provisions	6.4	8 491	7 936
Other financial liabilities	6.2	1 372	1 084
Other non-financial liabilities	6.5	719	314
Total current liabilities		93 300	83 195
Non-current liabilities			
Employee related liabilities	6.3	38 285	34 885
Provisions	6.4	22 075	21 221
Other non-financial liabilities	6.5	4 229	1 271
Other financial liabilities	6.2	690	740
Total non-current liabilities		65 279	58 117
Total liabilities		158 579	141 312
Net assets / (liabilities)		6 143	(6 441)
Equity			
Retained earnings		(52 228)	(47 004)
Asset revaluation surplus	7.1	48 640	30 832
Contributed capital		9 731	9 731
Total equity		6 143	(6 441)

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 2026

OFFICIAL

		Contributed	Asset revaluation	Retained	Total
	Note	capital	surplus	earnings	equity
		\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2024		7 506	30 832	(63 745)	(25 407)
Net result for 2024-25		-	-	16 741	16 741
Total comprehensive result for 2024-25		-	-	16 741	16 741
Equity contribution received		2 225	-	-	2 225
Balance at 30 June 2025		9 731	30 832	(47 004)	(6 441)
Net result for 2025-26		-	-	(5 224)	(5 224)
Gain on revaluation of land during 2025-26	5.4	-	17 808	-	17 808
Total comprehensive result for 2025-2026		-	17 808	(5 224)	12 584
Balance at 30 June 2026		9 731	48 640	(52 228)	6 143

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 2026

OFFICIAL

		2026	2025
		\$'000	\$'000
Cash flows from operating activities	Note		
Cash inflows			
Appropriation		959 311	972 431
Grants and subsidies		6 942	4 691
Fees and charges		85	101
Intra-government transfers		20 178	3 144
GST recovered from the ATO		46 290	50 591
Other income		4 774	5 570
		1 037 580	1 036 528
Cash outflows			
Payments for child protection services		(630 515)	(658 717)
Employee related payments		(324 505)	(286 624)
Payments for supplies and services		(70 313)	(63 299)
Payments of grants and subsidies		(1 741)	(1 215)
Interest paid		(86)	(217)
Other payments		(413)	(261)
		(1 027 573)	(1 010 333)
Net cash from operating activities	7.2	10 007	26 195
Cash flows from investing activities			
Cash outflows			
Purchase of property, plant and equipment		(1 719)	(1 033)
		(1 719)	(1 033)
Net cash used in investing activities		(1 719)	(1 033)
Cash flows from financing activities			
Cash inflows			
Capital contributions from government		-	2 225
		-	2 225
Cash outflows			
Repayment of principal portion of lease liabilities		(1 488)	(3 329)
		(1 488)	(3 329)
Net Cash from/(used in) financing activities		(1 488)	(1 104)
Net increase in cash and cash equivalents		6 800	24 058
Cash and cash equivalents at the beginning of the reporting period		62 804	38 746
Cash and cash equivalents at the end of the reporting period	5.1	69 604	62 804

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 2026

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 Social Workers Registration Board (SWRB) was intended to be established as a separate authority (Instrumentality of the Crown) under the *Social Workers Registration Act 2021*. On 19 June 2026, the State Government announced that it would not proceed with the registration of the scheme and, consequently, the Act was not enabled. The department's involvement was limited to supporting preparatory and establishment activities in anticipation of the Board's commencement. While a non-statutory board operated during the implementation phase, the statutory board was not established following the Government's decision. Expenditure and transactions related to these preparatory activities are included within the department's financial statements and are not material unless otherwise disclosed.

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.

Material 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 2026

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 birth and carer families.

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 2026

1.3. Budget performance

The budget performance table compares the department's outcomes against budget information presented to Parliament (2025-26 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 2026 \$'000	Actual 2026 \$'000	Variance \$'000
Statement of Comprehensive Income				
Income				
Appropriation	(a)	883 187	959 311	76 124
Resources received free of charge		-	5 690	5 690
Grants and subsidies		9 488	6 889	(2 599)
Intra-government transfers		-	20 178	20 178
Fees and charges		39	44	5
Other income		1 501	5 996	4 495
Total income		894 215	998 108	103 893
Expenses				
Child protection services	(b)	521 866	589 193	67 327
Employee related expenses	(c)	286 903	332 982	46 079
Supplies and services		58 540	73 235	14 695
Depreciation and amortisation		4 213	5 426	1 213
Grants and subsidies		1 375	1 670	295
Borrowing costs		6	78	72
Net loss from disposal of property, plant and equipment		-	293	293
Other expenses		4 573	455	(4 118)
Total expenses		877 476	1 003 332	125 856
Net result		16 739	(5 224)	(21 963)
Other comprehensive income				
Items that will not be reclassified to net result				
Gain on revaluation of land		-	17 808	17 808
Total other comprehensive income		-	17 808	17 808
Total comprehensive result		16 739	12 584	(4 155)

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) Additional supplementation was required through the mid-year budget review (\$100 million), and 2025-26 budget measure adjustments (\$10.2 million) to meet the increasing costs associated with the growing complexity and support needs of children and young people in care.
- (b) The variance primarily relates to an increase in the costs associated with providing services for children and young people.
- (c) The variance primarily relates to Enterprise Agreement increases and additional hours worked to meet operational requirements.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2026

1.3. Budget performance (continued)

		Original Budget 2026 \$'000	Actual 2026 \$'000	Variance \$'000
Investing expenditure summary				
Total leases	(1)	1 556	1 733	177
Total new projects	(2)	7 252	276	(6 976)
Total existing projects	(3)	6 872	4 644	(2 228)
Total annual program	(4)	516	1 378	862
Total investing expenditure		16 196	8 031	(8 165)

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

(2) Lower than budget due to; reclassification from capital to operating expenditure for DIF funded KidSafe Connect Program (Stage 1).

(3) Lower than original budget due to; project delays associated with office accommodation fit out and residential care facilities on property owned by DCP. Offset by capitalisation of Keswick fit out lease incentive.

(4) Higher than budget due to minor residential and leasehold improvements across various DCP sites and CCTV equipment for the Security System upgrade project.

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 (2025: \$15.1 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
Notes to and forming part of the financial statements
for the year ended 30 June 2026

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.

	2026	2025
	\$'000	\$'000
Compensation		
Salaries and other short-term employee benefits	6 078	5 205
Post-employment benefits	693	589
Other long-term employment benefits	38	29
Total compensation	6 809	5 823

Transactions with key management personnel and other related parties

Apart from the remuneration for key management personnel, the department did not have any material transactions with key management personnel, their close family members and/or their controlled or jointly controlled entities in 2024-25 and 2025-26.

2.2 Board and committee members

Members during the 2025-26 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*(expired)
 Mr Stan Gianopoulos* (expired)
 Ms Elizabeth Boxall*(expired)
 Ms Jennifer Browne*

Dame Roma Mitchell Trust Funds Board of Advice

Ms Marjorie Ellis (Chair)
 Mr Nick Jenkins
 Ms Laura Hooper (resigned)
 Ms Shirley Smith*
 Ms Arabella Stravolemos
 Ms Melissa Gibson
 Ms Sharlee Borlace
 Ms Fiona Endacott (resigned)
 Ms Chelsea Hall (resigned)
 Ms Kylie Dunn (resigned)

Social Workers Registration Board (non-statutory)

Dr Carmela Bastian
 Ms Jodie Stevens
 Ms Jane Mussared
 Ms Ruka Taite
 Ms Nicole Lancaster*
 Ms Simone Mather*
 Ms Tracey Greaves*

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2026

2.2. Board and committee members (continued)

*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.

The Social Worker Registration Board existed as a non-statutory board which operated during the implementation phase of the scheme. The statutory board was not established following the Government's decision to cease the scheme on 19 June 2026.

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 – 10
- Licensing and Compliance Panel – 1
- Committee for Procurement Governance – 1
- Child Protection Expert Group – 10
- Financial Management Committee – 1
- Aboriginal and Torres Strait Islander Peoples Committee – 4

Board and committee remuneration

2026

2025

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

	Number of members	Number of members
\$0	29	20
\$1 - \$19 999	21	27
Total number of members	50	47

The total remuneration received or receivable by members was \$37 000 (2025: \$69 000). 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.

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2026

3. Income

3.1. Appropriation

	2026	2025
	\$'000	\$'000
Appropriation from the Consolidated Account pursuant to the <i>Appropriation Act</i>	883 297	797 108
Appropriation from the Governor's Appropriation Fund	76 014	175 323
Total appropriation	959 311	972 431

Appropriation is recognised on receipt.

3.2. Resources received free of charge

	2026	2025
	\$'000	\$'000
Services received free of charge - Audit Office of South Australia	259	290
Services received free of charge - Shared Services SA	4 232	4 229
Services received free of charge - DTF - ICT	1 122	1 095
Services received free of charge - DPC - Media Monitoring	46	45
Resources received free of charge - DTF - Electricity	31	-
Total resources received free of charge	5 690	5 659

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. 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 4.6).

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

	2026	2025
	\$'000	\$'000
Commonwealth-sourced grants		
Family allowances	1 035	1 042
Unaccompanied Humanitarian Minors	745	478
Newpin program*	313	313
Family Law Information Sharing Project*	801	258
Carer Registration	-	1 200
Total Commonwealth-sourced grants	2 894	3 291
SA Government grants and subsidies		
KidSafe Connect Program	3 101	1 113
Other	894	287
Total grants and subsidies	6 889	4 691

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2026

3.3. Grants and subsidies (continued)

*Received from the Commonwealth indirectly through DTF.

Commonwealth-sourced grants and funding are recognised in accordance with AASB 1058 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

	2026 \$'000	2025 \$'000
Transfers received from other SA Government entities		
Contingency funding provided by the Department of Treasury and Finance	20 178	3 144
Total intra-government transfers	20 178	3 144

Intra-government transfers are recognised as income on receipt.

3.5. Fees and charges

	2026 \$'000	2025 \$'000
Other fees and charges	44	72
Total fees and charges	44	72

Fees and charges are recognised as income on receipt.

3.6. Other income

	2026 \$'000	2025 \$'000
Recoveries	5 775	1 761
Child payment recoups	78	67
Derecognition of right of use vehicles	-	77
Other	143	321
Total other income	5 996	2 226

Department for Child Protection
Notes to and forming part of the financial statements
for the year ended 30 June 2026

4. Expenses

4.1. Child protection services

	2026	2025
	\$'000	\$'000
Contracted services		
Non-family-based care services	344 408	377 496
Family-based care services	66 856	64 913
Family support services	16 401	14 256
Advocacy and support services	9 449	8 467
Total contracted services	437 114	465 132
 Carer payments and client related costs ¹	 152 079	 148 837
Total child protection services	589 193	613 969

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

4.2. Employee related expenses

	2026	2025
	\$'000	\$'000
Salaries and wages	244 853	212 150
Superannuation	32 506	26 971
Annual leave	23 241	19 051
Long service leave	6 814	4 430
Workers compensation	7 415	4 659
Skills and experience retention leave	879	734
Targeted voluntary separation packages	144	97
Board and committee fees	33	69
Other employee related expenses	17 097	14 847
Total employee related expenses	332 982	283 008

Departmental employees are employed under Part 7 of the *Public Sector Act 2009*.

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.

Department for Child Protection
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4.2. Employee related expenses (continued)

Employee remuneration

	2026	2025
The number of employees whose remuneration received or receivable falls within the following bands:	No	No
\$171 001 to \$177 000*	-	7
\$177 001 to \$197 000	22	9
\$197 001 to \$217 000	11	8
\$217 001 to \$237 000	6	6
\$237 001 to \$257 000	6	2
\$257 001 to \$277 000	1	3
\$277 001 to \$297 000	3	-
\$297 001 to \$317 000	3	-
\$317 001 to \$337 000	1	1
\$337 001 to \$357 000	-	-
\$357 001 to \$377 000	2	1
\$437 001 to \$457 000	-	1
\$457 001 to \$477 000	1	-
Total	56	38

*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 \$12.8 million (2025: \$8.4 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.

Targeted voluntary separation packages (TVSP)

The number of employees paid a TVSP during the reporting period was 2 (2025: nil).

	2026	2025
	\$'000	\$'000
Amounts paid to separated employees:		
Targeted voluntary separation packages	192	-
Leave paid to separated employees	49	-
Net cost to the department	241	-

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4.3. Supplies and services

	2026	2025
	\$'000	\$'000
Accommodation	14 266	14 575
Information technology and communications	11 969	10 677
Minor works, maintenance and equipment	9 480	7 448
Vehicle and travelling expenses	9 982	7 139
Shared Services SA charges	5 477	5 426
Contractors	3 788	3 605
Employee related costs	3 689	3 073
Office administration	3 289	3 494
Rental and leases accommodation	2 263	3 049
Insurance	2 020	1 134
Cleaning	1 929	1 281
Utilities	1 630	1 700
Legal costs	1 145	1 180
Intra government charges	780	1 110
Security	748	543
Consultants	128	239
Advertising expenses	16	62
Other supplies and services	636	497
Total supplies and services	73 235	66 232

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.

4.4. Grants and subsidies

	2026	2025
	\$'000	\$'000
Child and Family Welfare	15	15
CAFFSA – Child and Family Focus	281	-
Wakwakurna Kanyini	969	946
Raising Literacy Australia	184	180
The Reily Foundation	155	-
University of Adelaide	6	11
University of South Australia	60	40
Total grants and subsidies	1 670	1 192

4.5. Borrowing costs

	2026	2025
	\$'000	\$'000
Interest expense on lease liabilities	78	217
Total borrowing costs	78	217

Department for Child Protection
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4.6. Other expenses

	Note	2026	2025
		\$'000	\$'000
Other expenses		106	114
Interest		59	14
Audit fees*		259	290
Impairment loss on receivables	5.2	31	(105)
Total other expenses		455	313

*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

	2026	2025
	\$'000	\$'000
Deposits with the Treasurer (Special deposit accounts)		
Deposits with the Treasurer (Special deposit accounts)	69 399	62 541
Imprest account/cash on hand	205	263
Total cash and cash equivalents	69 604	62 804

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

Cash is measured at nominal amount.

Department for Child Protection
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5.2. Receivables

	2026	2025
	\$'000	\$'000
Current receivables		
Contractual receivables		
Receivables	2 260	796
Less impairment loss on receivables	(44)	(28)
Total contractual receivables	2 216	768
Statutory receivables		
GST receivable	4 474	3 659
Total statutory receivables	4 474	3 659
Prepayments	1 484	1 088
Accrued revenues	272	-
Total current receivables	8 446	5 515
Total receivables	8 446	5 515

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 from the recovery of surplus funding, overpayments, and other amounts due to the Department under contractual and other arrangements.

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

	2026	2025
	\$'000	\$'000
Carrying amount at the beginning of the period	(28)	(205)
(Increase)/decrease in the allowance recognised in profit and loss	(16)	177
Carrying amount at the end of the period	(44)	(28)

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.

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 2025-26

Reconciliation 2025-26

	Land \$'000	Residential accommodation housing \$'000	Leasehold improvements \$'000	Computing, communications, furniture and equipment \$'000	Right-Of-Use Buildings work in progress \$'000	Construction \$'000	Total \$'000
Carrying amount at the beginning of the period	32 334	22 746	8 655	263	1 805	669	66 472
Additions	-	432	4 366	418	1 734	1 081	8 031
Depreciation	-	(1 291)	(2 483)	(103)	(1 469)	-	(5 346)
Disposals	-	(268)	-	(25)	-	-	(293)
Transfers to/(from) work in progress	-	-	289	-	-	(289)	-
Asset revaluation increment/(decrement)	17 808	-	-	-	-	-	17 808
Carrying amount at the end of the period	50 142	21 619	10 827	553	2 070	1 461	86 672
Gross carrying amount	50 142	24 085	15 058	1 093	4 887	1 461	96 726
Accumulated depreciation	-	(2 466)	(4 231)	(540)	(2 817)	-	(10 054)
Carrying amount at the end of the period	50 142	21 619	10 827	553	2 070	1 461	86 672

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

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
Depreciation	-	(1 221)	(1 776)	(102)	(1 394)	(1 976)	-	(6 469)
Other changes	-	-	-	-	-	106	-	106
Transfers to/(from) work in progress	-	-	22	-	-	-	(22)	-
Assets derecognised	-	-	-	-	-	(3 983)	(80)	(4 063)
Carrying amount at the end of the period	32 334	22 746	8 655	263	1 805	-	669	66 472
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
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5.4. Property, plant and equipment (continued)

Property, plant and equipment leased

Right-of-use assets are recorded at cost. Short-term leases of 12 months or less and low-value leases, where the underlying asset value is less than \$15 000, are not recognised as right-of-use assets. The associated lease payments are recognised as an expense and are disclosed in note 4.3.

The department has a limited number of leases:

- 57 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 4.5. 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 2025-26

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

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

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6. Liabilities

6.1. Payables

	2026	2025
	\$'000	\$'000
Current		
Contractual payables	45 444	39 928
Statutory payables	96	45
Total current payables	45 540	39 973
Total payables	45 540	39 973

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 liabilities that arise from contracts. They include trade payables and accrued expenses. Accrued expenses are expenses incurred but not yet invoiced or paid. The balances are transferred to trade payables when invoices are received.

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

	2026	2025
	\$'000	\$'000
Current		
Lease liabilities	1 372	1 084
Total current financial liabilities	1 372	1 084
Non-current		
Lease liabilities	690	740
Total non-current financial liabilities	690	740
Total other financial liabilities	2 062	1 824

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 \$78 000 (2025: \$217 000). For more details refer note 4.5.

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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.

	2026	2025
	\$'000	\$'000
Lease liabilities		
Up to 1 year	1 493	1 248
1 to 5 years	769	932
	2 262	2 180

6.3. Employee related liabilities

	2026	2025
	\$'000	\$'000
Current		
Annual leave	22 351	20 112
Employment on-costs	6 559	5 750
Accrued salaries and wages	4 466	4 580
Long service leave	2 716	2 499
Skills and experience retention leave	1 086	947
Total current employee related liabilities	37 178	33 888
Non-current		
Long service leave	34 604	31 528
Employment on-costs	3 681	3 357
Total non-current employee related liabilities	38 285	34 885
Total employee related liabilities	75 463	68 773

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 3.5% (2025: 3.2%).

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.

Department for Child Protection
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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 increased to 4.75% (2025: 4.25%).

The salary inflation rate has remained at 3.5% (2025: 3.5%) for long service leave liability.

The net financial effect of the changes in the actuarial assumptions and methodology is a decrease in the long service leave liability of \$1.26 million (2025: immaterial) and decrease in the employee related expense of \$1.39 million (2025: immaterial).

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% (2025: 44%). The average factor for the calculation of employer superannuation on-costs has remained at 12% (2025: 12%). These rates are used in the employment on-cost calculation.

6.4. Provisions

	2026 \$'000	2025 \$'000
Current		
Provision for workers compensation	8 044	7 737
Provision for additional compensation	217	139
Provision for legal claims	230	60
Total current provisions	8 491	7 936
Non-current		
Provision for workers compensation	19 230	18 866
Provision for additional compensation	2 435	2 055
Provision for legal claims	410	300
Total non-current provisions	22 075	21 221
Total provisions	30 566	29 157

Department for Child Protection
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6.4. Provisions (continued)

Movement in provisions for workers compensation

	2026	2025
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	26 603	29 228
Revaluation of prior year	(2 164)	(4 837)
Additional provision recognised	7 966	7 892
Reductions arising from payments/other sacrifice of future economic benefits	(5 131)	(5 680)
Carrying amount at the end of the period	27 274	26 603

Movement in provision for additional compensation

	2026	2025
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	2 194	2 333
Revaluation of prior year	429	(166)
Additional provision recognised	264	244
Reductions arising from payments/other sacrifice of future economic benefits	(235)	(217)
Carrying amount at the end of the period	2 652	2 194

Movement in provisions for legal claims

	2026	2025
	\$'000	\$'000
Movement in provisions		
Carrying amount at the beginning of the period	360	280
Reductions resulting from re-measurement or settlement without cost	(130)	(20)
Reductions arising from payments	(70)	(20)
Additional provision recognised	480	120
Carrying amount at the end of the period	640	360

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 2026 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.

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.

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6.4. Provisions (continued)

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

	2026 \$'000	2025 \$'000
Current		
Accommodation incentive	705	248
Deposits held - purchased leave	6	56
Unearned revenue	7	7
Unclaimed monies	1	3
Total current other non-financial liabilities	719	314
Non-current		
Accommodation incentive	4 229	1 271
Total non-current other non-financial liabilities	4 229	1 271
Total other non-financial liabilities	4 948	1 585

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

Department for Child Protection
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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

	2026 \$'000	2025 \$'000
Reconciliation of cash and cash equivalents at the end of the reporting period		
Cash and cash equivalents disclosed in the Statement of Financial Position	69 604	62 804
Balance as per Statement of Cash Flows	69 604	62 804
 Reconciliation of net cash provided by operating activities to net result		
Net cash provided by operating activities	10 007	26 195
 Add / (less) non-cash items		
Net gain/(loss) from derecognition of right of use assets	(293)	77
Depreciation and amortisation	(5 426)	(6 551)
Resources received free of charge - income	5 690	5 659
Resources received free of charge - expense	(5 690)	(5 659)
Non-current assets written off	-	(80)
 Movement in assets and liabilities		
Increase / (decrease) in receivables	2 931	(3 447)
(Increase) / decrease in employee related liabilities	(6 690)	1 373
(Increase) in payables	(5 559)	(3 655)
Decrease in provisions	(1 409)	2 684
(Increase) / decrease in other liabilities	1 215	145
Net result	(5 224)	16 741

Total cash outflow for leases was \$3.6 million (2025: \$6.3 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:

	2026	2025
	\$'000	\$'000
Within one year	1 106	-
Total contractual commitments to acquire property, plant and equipment	1 106	-

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:

	2026	2025
	\$'000	\$'000
Within one year	323 726	218 426
Later than one year but not longer than five years	905 716	412 262
Later than five years	65 117	131 863
Total other contractual commitments	1 294 559	762 551

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 required to settle these claims or whether they will be successful cannot be reasonably determined.

8.3. 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 2025-26 did not have a material impact on the department's financial statements.

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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, at least 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.

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 2024-25 and 2025-26, 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.

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10.1. Fair value (continued)

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 2026. The results of the valuation were processed accordingly.

The fair value of land has been determined using the market approach; and the fair value of buildings has been determined using current replacement cost. The market approach considered recent market evidence for comparable properties, size and location.

The fair value for specialised or restricted use 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.

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.

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10.2. Financial instruments (continued)

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)	843	0%	-
1 – 30 days past due	24	0%	-
31 – 60 days past due	608	0%	-
61 – 90 days past due	14	0%	-
More than 90 days past due	311	14%	44
	1 800		44

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.

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10.2. Financial instruments (continued)

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.

	2026 \$'000	2025 \$'000
Administered Income		
Appropriation	425	413
Total administered income	425	413
Administered Expenses		
Employee related expenses	428	416
Total administered expenses	428	416
Net result	(3)	(3)

	2026 \$'000	2025 \$'000
Administered Assets		
Accrued revenue	-	-
Total administered assets	-	-
Administered Liabilities		
Payables	3	3
Total administered liabilities	3	3
Net assets	(3)	(3)