

QUEENSLAND CHILD PROTECTION  
COMMISSION OF INQUIRY

STATEMENT OF NICOLA LINSEY JEFFERS

I, **NICOLA LINSEY JEFFERS**, of c/- Level 10, Suncorp Plaza Building, 61 Sturt Street, Townsville in the State of Queensland, Acting Regional Executive Director, solemnly and sincerely affirm and declare:

**ROLE**

1. I am acting as Regional Executive Director, North Queensland (NQ) Region, Department of Communities, Child Safety and Disability Services (the department) between the period 10 September 2012 up to and including 1 October 2012.
2. I hold a Bachelor of Arts in Psychology from the University of Central Queensland and am currently completing my Executive Masters of Business Administration at Queensland University of Technology.
3. My substantive position is Regional Director, Child Safety Services, North Queensland Region, Department of Communities, Child Safety and Disability Services. I was appointed to this position in August 2012. Prior to this position I was the Regional Director for North West Services. I have worked in Human Services over the last 18 years holding senior positions in Non Government, Local Government and State Government services.

**INTRODUCTION**

4. The following statement provided is in response to the summons requesting written information which was issued to the Director-General, Margaret Allison, by the Honourable Timothy Francis Carmody of the Queensland Child Protection Commission of Inquiry, reference number 1998563.
5. The information provided has been done so on the advice from the relevant business units responsible for management of the applicable areas.

**QUESTIONS**

**Heading 1 - Services**

What is the current model for service delivery by the CSSCs?

6. Thuringowa Child Safety Service Centre (CSSC) comprises of one Intervention with Parental Agreement (IPA) Team, one Investigation and Assessment (I&A) Team, two Child Protection Order (CPO) Teams, one Child Safety Support Officer Team, one Administration Team and three specialist positions.
7. Townsville CSSC comprises of one Investigation and Assessment Team, two Ongoing Intervention Teams, one Administration Team and three Specialist positions. The additional two teams are the Bowen satellite office and Palm Island hub.

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8. Aitkenvale CSSC comprises of one Investigation and Assessment Team, two Child Protection Order Teams, one Intervention with Parental Agreement Team/High Risk Team, one Administration/Specialist Team.
9. Mackay CSSC comprises of one Investigation and Assessment, one Intervention with Parental Consent Team, two Children Under Orders Teams, one Administration Team and three specialist positions.

What is the breakdown of boundaries of each CSSCs service delivery area?

10. Mackay Child Safety Service Centre (CSSC) covers the Mackay central area including communities North to Wootaroo, West to Moranbah, South to St Lawrence, and South West to Middlesbrough.
11. Townsville (CSSC) covers the Townsville inner city suburbs and areas south of Townsville including outpost locations on Palm Island and Bowen. Townsville CSSC has a fly in/fly out model of service delivery to Palm Island, having a presence on the Island three days per week. Townsville also has a satellite office located in Bowen, which covers the catchment area in relation to the Bowen community, travelling South to Bloomsbury, West to Mt Coolom and North to Gumlu (including the Burdekin region).
12. Aitkenvale CSSC covers the central suburbs of the Townsville area also incorporating the western townships of Charters Towers and Hughenden.
13. Thuringowa CSSC covers the northern suburbs of the Townsville area incorporating the northern townships of Ingham and the Hinchinbrook shire (excluding Cardwell).

What non-government services are funded by the Department for each of the relevant regions (eg Recognised Entity, Safe Houses, Out-of-Home Care and other support services), including the amount they are currently being funded?

14. Attached is a listing of all funded non-government agencies in NQ Region (attachment 1).

What type of services do they provide eg early intervention, family support and specialised care?

15. Attached is a listing of all Child Safety Services non-government grant funding service descriptions for the NQ Region (attachment 2).

How many referrals have been made by the CSSC to external agencies for services in the last 12 months?

16. The number of referrals made by CSSCs to external agencies is not readily available. What is provided in the additional columns in attachment 1 is the level of funded capacity for each of the listed non-Government services (where available) as a proxy measure of the level of annual referrals.
17. Townsville Aboriginal and Torres Strait Islander Corporation for Health Services (TAIHS) is the primary provider of Placement and Support Services for Aboriginal and Torres Strait Islander children and young people. These programs do not include specific responses in relation to sexual abuse counselling. The Department aims to maintain referrals at a level that keeps this service at full capacity, even to the extent of maintaining waiting lists. In respect of Placement Services, the intent is to utilise these services to the maximum extent possible.

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18. In respect of Recognised Entities (REs), the department does not have a concept of a target number of clients because child protection functions involving all Indigenous clients require the active involvement of the RE.
19. As detailed in attachment 2, other agencies can and are encouraged to make direct referrals to sexual abuse counselling services, Aboriginal and Torres Strait Islander Family Support Services and all of the services in the category of secondary family support. For example, the Department of Education, Training and Employment; Queensland Health; and the Commonwealth funded Aboriginal Medical Services. In these cases, Child Safety Services also makes direct referrals which take priority.
20. In respect of the Referral for Active Intervention (RAI) Services, data provided represents the actual throughput for families in the 2011-2012 year. In respect of the RAI Ancillary Services, the Targeted Family Support Program and Safe Havens, the data on referral is not sufficiently reliable to be reported.
21. Evolve Interagency Services (Evolve) provide therapeutic and behaviour support services to children and young people in the custody or guardianship of the Chief Executive and who have severe and complex psychological problems. It is a collaborative arrangement between the department (Child Safety and Disability Services) and Queensland Health. Referrals can only be made by Child Safety Services.

## Heading 2 – Staffing/Workforce and Caseloads

### How many staff members are allocated to the CSSCs and what are their positions?

22. Mackay CSSC is funded for 35.4 full time equivalent (FTE) staff. This includes one Business Support Officer; 17.4 Child Safety Officers; one One Chance at Childhood Child Safety Officer; five Child Safety Support Officers; one Court Coordinator; 1.5 Administration Officers; one Manager; one Record Keeping Officer; one Senior Practitioner; one Suspected Child Abuse and Neglect (SCAN) Team Coordinator; 0.5 SCAN Administration Officer and four Team Leaders.
23. Townsville CSSC (including Bowen Hub) is funded for 41 FTE. This includes: three Administration Officers; two Business Support Officers; 17.5 Child Safety Officers; seven Child Safety Support Officers; 0.4 x Court Coordinator; one Family Group Meeting Convenor; one Information and Administration Officer; one Principal Child Safety Officer; one Record Keeping Officer; 1.5 Senior Practitioners; 0.6 SCAN Administration Officer; one SCAN Coordinator and four Team Leaders.
24. Aitkenvale CSSC is funded for 35.41 FTE. This includes: two Business Support Officers; 19.9 Child Safety Officers; four Child Safety Support Officers; 1x Court Coordinator; 0.71 Family Group Meeting Convenors; one Administration Officer; one Manager; one Record Keeping Officer; one Senior Practitioner and 3.8 Team Leaders.
25. Thuringowa CSSC is funded for 39.8 FTE. This includes: two Administration Officers; one Business Support Officer; 18 Child Safety Officers; one One Chance at Childhood Child Safety Officer; six Child Safety Support Officers; one Court Coordinator; one Family Group Meeting Convenor; two Information and Administration Officers; two Managers; one Record Keeping Officer; one Senior Practitioner and 3.8 Team Leaders.

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Details of any position vacancies including the length of time each position has been vacant and the reason for the vacancy?

26. The current frontline position vacancies across the CSSCs are detailed below.
27. Mackay CSSC has two vacancies.
- Two Child Safety Officers. One became vacant in June 2012 when the officer secured another frontline position and the second became vacant in August 2012 due to the passing of the substantive officer. Both of these positions are temporarily filled.
28. The Bowen Hub has 1.5 vacancies.
- 1.5 CSO vacancies. The 0.5 CSO has been vacant since August 2011 due to difficulties recruiting to a part time position. The full time vacancy is waiting to be filled with the officer backfilling the position pending the outcome of the temporary officers' permanent residency application.
29. Townsville CSSC has three vacancies.
- One CSSC Manager. This position became vacant in July 2012 and a recruitment process is currently underway. This position is temporarily filled.
  - One Senior Practitioner. This position became vacant in August 2012 and a recruitment process is currently underway.
  - One Child Safety Officer. This position became vacant in April 2012 and is temporarily filled. The permanent vacancy is waiting to be filled with the officer backfilling the position pending the outcome of the temporary officers' permanent residency application.
30. Thuringowa CSSC has one vacancy.
- One Senior Practitioner. This position became vacant in September 2012 and a recruitment process is underway.

Are there any positions identified to be filled by Aboriginal and Torres Strait Islander people?

31. The Child Safety Support Officers at the following locations are identified positions:
- One in Mackay CSSC
  - One in Townsville CSSC
  - Two in Aitkenvale CSSC
  - One in Thuringowa CSSC

What are the current caseloads for child safety officers (CSOs) in each of the nominated service centres? How do the current caseloads compare with caseloads for CSOs over the last three years?

32. Case loads for CSOs are calculated by dividing the number of children subject to Ongoing Intervention (that is subject to either a Child Protection Order (CPO) or Intervention with Parental Agreement (IPA)) by the number of CSO's dedicated to case managing these clients.
33. The average case load for CSO's in the North Queensland Region was 20 as at 31 March 2012. Over the last three years the average case load for CSO's in the NQ Region was 22.4 as at 30 June 2011, 21.4 as at 30 June 2010 and figures are unavailable for the 2009 period.
34. A breakdown of average caseloads for NQ Region CSSC's for the past 3 years is below:

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Service Centre	31-Mar-12	30-Jun-11	30-Jun-10	30-Jun-09
Aitkenvale	24.3	23.1	25.5	24.8
Bowen	26.0	13.0	21.5	n/a <sup>(b)</sup>
Gulf	17.3	17.5	14.4	27.6
Mackay	22.3	22.9	21.4	21.8
Mount Isa	17.9	22.5	16.0	16.5
Thuringowa	18.7	21.8	20.7	19.3
Townsville	16.7	27.3	26.8	25.5
<b>Total</b>	<b>20.0</b>	<b>22.4</b>	<b>21.4</b>	<b>n/a<sup>(a)</sup></b>

How many of the current CSO's and team leaders (including those in acting capacity) have received the relevant CSO and Team Leader training?

35. The following table outlines the number of current CSOs, who have successfully completed the mandatory, Child Safety Entry Level Training (Vocational Graduate Certificates).

Service Centre	No of staff
Aitkenvale	10
Mackay	9
Thuringowa	8
Townsville (including the Palm Island & Bowen Hub)	9
Placement Services Unit (North Qld Region)	11
Regional Intake Service (North Qld Region)	9
<b>Total Number of staff for Region</b>	<b>56</b>

36. The following table outlines the number of current Team Leaders, who have participated in Team Leader training during the period 2005 – 2010:

Service Centre	Total no of TLs completed training
Aitkenvale	2
Mackay (including the Bowen Hub)	4
Thuringowa	3
Townsville (including Palm Island Hub)	1
<b>Total Number of staff for Region</b>	<b>10</b>

\* Information regarding current staff positions has been provided by HR Reporting & Systems

37. The following table is a comprehensive list of team leader training completed between 2008 and 2012

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Work Unit	Course Name	2008	2009	2010	2011	Incomplete 2011	2012	Grand Total
<b>Aitkenvale CSSC</b>	Capability and Leadership Framework Workshop - L&OD			4				4
	Introduction to Learning Station - Managers - L&OD			2				2
	Managing with Confidence - L&OD				2	1		3
<b>Bowen CSSC</b>	Capability and Leadership Framework Workshop - L&OD			2				2
	How to Use Learning Station - Managers - L&OD	1						1
	ICMS Child Safety Managers, Team Leaders and Snr Practitioners - OC&T				1			1
	Leadership Links - Managing Difficult Conversations - L&OD				2			2
	Managing with Confidence - L&OD				4	1		5
	Resiliency (for Managers & team leaders) (2 hours) - SWIM				2			2
	Stepping up to Management (Supervisor) - L&OD						1	1
	Supervision Essentials 2009 - L&OD			1				1
	Supervision Essentials 2010 - L&OD			1				1
	Supervision Essentials 2011 - L&OD				3			3
<b>Mackay CSSC</b>	Capability and Leadership Framework Workshop - L&OD			4				4
	Engaging your People - L&OD	1						1
	Engaging Your People (Program) - L&OD		1					1
	How to Use Learning Station - Managers - L&OD	2						2
	ICMS Child Safety Managers, Team Leaders and Snr Practitioners - OC&T						1	1
	Managing with Confidence - L&OD				2	3		5
	Senior Officer Masterclass/Leading with Courage: Session 6, Day 1 and Day 2, 22- 23 Nov 2011 - L&OD						1	1
<b>Thuringowa CSSC</b>	Capability and Leadership Framework Workshop - L&OD			4				4

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	Introduction to Learning Station - Managers - L&OD			2				2
	Managing with Confidence - L&OD				3	2		5
	Practical People Management - 2009 - L&OD		1					1
	Stepping up to Management (Supervisor) - L&OD						1	1
	Supervision Essentials 2011 - L&OD				1			1
Townsville CSSC	Capability and Leadership Framework Workshop - L&OD			1				1
	Leadership Links - Harvard Management Toolkit (Case Study- Managing Performance) - L&OD				1			1
	Managing with Confidence - L&OD				1	1		2
	Resiliency (for Managers & team leaders) (2 hours) - SWIM				2			2
	Supervision Essentials 2011 - L&OD				1			1
Grand Total		4	2	22	31	9	4	72

Are there any local practices in place that you consider are having a positive impact on the level of service delivery being provided by the CSSCs?

38. The NQ Region has implemented a number of strategies to increase the usage of kinship care within the region including:

- Eco mapping project between the department and our non-government partners
- Prioritising kinship referrals through the use of provisional approval processes
- Forming strong linkages with key stakeholders and Elders within the various communities
- Partnership with Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) in the recruitment and promotion of foster and kinship care

39. The NQ Region has commissioned a discrete project to provide collaborative interagency responses to families at risk of entering the child protection system. The Townsville Family Support Alliance (TFSA) works with government and non-government partners to provide intensive case management and support to at risk families through the Supporting Upper Ross Families (SURF) initiative.

40. The NQ Region has been proactive in developing an action plan with DATSIMA aimed at increasing and improving our cultural capability within Child Safety Services.

41. The Communities of Practice learning and development framework provides an avenue for the department and the sector to develop initiatives and consistent approaches to respond to emerging needs within a community.

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42. Aitkenvale CSSC aims to achieve mutually consistent and shared goals in partnership with both government and non-government organisations. Approximately nine months ago the CSSC developed a specialised high risk team to support young people with complex and extreme needs in response to an escalation in the number of young people subject to statutory intervention with challenges associated with substance abuse, transience and criminal offending. The objectives of the team are to create greater collaboration between young people and their CSOs and other support systems. This has enhanced the communication and to some extent decreased the level of risk for some of these young people. Strategies include increased direct contact with the young person and the inclusion of young people in the decision making thus assisting the young person with self determination. Early observations have seen a slight decrease in juvenile offending behaviour and incarceration. However, substance access and misuse remains a concern. Other observations are demonstrated in the strengthened partnerships between Aitkenvale CSSC and our government and non-government partners.
43. The creation of the Thuringowa Child Safety Support Officer Team (CSSO Team) has resulted in multiple benefits to children, families, carers and other stakeholders. The CSSO team evolved in response to the service centre challenges in facilitating family contacts and various other support and administrative activities that require considerable coordination with multiple stakeholders. The CSSO Team has harnessed the members' respective expertise in developing a streamlined system of service delivery. This system has resulted in effective and efficient provision of services to multiple stakeholders to promote quality service delivery. All stakeholders have favourably reported on the new streamlined approach to the CSSC's service delivery.

### Heading 3 – Children

How many notifications have been received in relation to children in the service delivery area in the last 12 months? What is the breakdown of notifications received from QPS, Qld Health and Education for this period?

44. I am advised that following the introduction of the Regional Intake Services from August 2010, corporate data about notifications and the CSSC receiving the concerns at the Intake phase is not available. Data is available by departmental region and this information is provided.
45. During the year ending 31 March 2012 the NQ Region recorded 2,640 notifications. This included 686 notifications from QPS, 335 notifications from Health Services and 432 from school personnel.
46. Health sources include medical practitioners, hospital/health centres and other health professionals. This category also includes all mandatory health notifiers. This may include notifications made by doctors and registered nurses.

How many children and young people are currently receiving services from each of the CSSC's? How many of these children and young people identify as being Aboriginal and/or Torres Strait Islander?

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47. As of 31 March 2012, the NQ Region was providing case management services to 1,410 children subject to ongoing intervention. This included 830 Aboriginal and/or Torres Strait Islander children and 580 non-Indigenous children.
48. Ongoing intervention includes children subject to a CPO and children subject to IPA.
49. A breakdown of children and young people receiving services by CSSC and Indigenous status in the NQ Region is below:

	Child protection order			Intervention with parental agreement <sup>(b)</sup>			Total		
	Indigenous	Non-Indigenous <sup>(a)</sup>	Total	Indigenous	Non-Indigenous <sup>(a)</sup>	Total	Indigenous	Non-Indigenous <sup>(a)</sup>	Total
Aitkenvale	121	75	196	25	46	71	146	121	267
Bowen	15	20	35	8	35	43	23	55	78
Gulf	75	0	75	29	0	29	104	0	104
Mackay	96	144	240	20	52	72	116	196	312
Mount Isa	114	9	123	20	0	20	134	9	143
Thuringowa	131	94	225	25	31	56	156	125	281
Townsville	117	56	173	34	18	52	151	74	225
<b>Total</b>	<b>669</b>	<b>398</b>	<b>1,067</b>	<b>161</b>	<b>182</b>	<b>343</b>	<b>830</b>	<b>580</b>	<b>1,410</b>

For each CSSC, how many of the children and young people currently are:

- On child protection orders (please provide breakdown on those on temporary, short and long term orders);
- In out-of-home care;
- In foster care;
- In kinship care;
- Subject to an Intervention with Parental Agreement.

50. In the NQ Region as at 31 March 2012 there were:

- 1,067 children subject to CPO's, including 592 children subject to a short-term CPO and 475 children subject to long-term CPO.
- 998 children living away from home, including 303 children placed with kin, 546 children placed with other home based carers, 77 children placed with a residential care service and 72 children in other locations such as hospitals, Queensland youth detention centres, and independent living.
- 343 children subject to IPA.

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51. A breakdown of this data for the NQ Region is below:

Child protection order									Intervention with parental agreement (a)	Total
	Short Term				Long term			Total		
	Chief Executive	Other suitable person (including relatives)	No custody or guardianship	Total	Chief Executive	Other suitable person (including relatives)	Total			
Aitkenvale	96	1	25	122	58	16	74	196	71	267
Bowen	12	0	10	22	8	5	13	35	43	78
Gulf	49	0	0	49	18	8	26	75	29	104
Mackay	79	0	6	85	130	25	155	240	72	312
Mount Isa	78	0	4	82	23	18	41	123	20	143
Thuringowa	120	0	2	122	77	26	103	225	56	281
Townsville	100	0	10	110	59	4	63	173	52	225
Total	534	1	57	592	373	102	475	1,067	343	1,410

	Placement type				Total
	Foster Care (a)	Kinship Care (b)	Residential care services	Other (c)	
Aitkenvale	81	63	7	10	161
Bowen	14	7	0	3	24
Gulf	48	22	3	9	82
Mackay	123	84	15	18	240
Mount Isa	66	31	16	8	121
Thuringowa	137	49	23	6	215
Townsville	77	47	13	18	155
<b>Total</b>	<b>546</b>	<b>303</b>	<b>77</b>	<b>72</b>	<b>998</b>

How many children on child protection orders have:

- A current case plan;
- A cultural support plan (where applicable);
- A child health passport;
- An education support plan (where of school age);
- A transition from care plan (where 15 years and over).

52. Of the 1,067 children subject to a CPO in the NQ Region as at 31 March 2012:

- 954 children required a regular case plan review, with 868 children (or 90.99 per cent) having a current case plan.
- 669 were Indigenous, with 664 Indigenous children (or 99.3 per cent) having a cultural support plan recorded on the system.
- 154 children were aged 15 years or over and subject to a CPO granting custody or guardianship to the Chief Executive. For 102 of these children (or 66.2 per cent) transition from care planning had occurred.
- A breakdown of this data is below:

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	Current caseplan - Created or reviewed within the past 6 months	Case Plan required	Case Plan Recorded <sup>(a)</sup>	All children subject to child protection orders
Aitkenvale	165	178	194	196
Bowen	30	30	35	35
Gulf	65	65	73	75
Mackay	180	211	236	240
Mount Isa	105	105	123	123
Thuringowa	185	197	223	225
Townsville	138	168	172	173
<b>Total</b>	<b>868</b>	<b>954</b>	<b>1,056</b>	<b>1,067</b>

Region and service centre	Cultural Support Plan recorded <sup>(a)</sup>	All Indigenous children subject to a Child protection order
Aitkenvale	120	121
Bowen	15	15
Gulf	73	75
Mackay	95	96
Mount Isa	114	114
Thuringowa	130	131
Townsville	117	117
<b>Total</b>	<b>664</b>	<b>669</b>

Region and service centre	Transition from care planning occurred	All young people aged 15 years and over subject to a child protection order granting custody/guardianship to the Chief Executive.
Aitkenvale	16	22
Bowen	2	4
Gulf	2	4
Mackay	27	44
Mount Isa	13	18
Thuringowa	21	31
Townsville	21	31
<b>Total</b>	<b>102</b>	<b>154</b>

53. I am advised that data about children with an Education Support Plan is provided annually by the Department of Education, Training and Employment. The data is reported for all Queensland children in care, and is not readily available by departmental region or service centre.

54. A child health passport is required for a child in out-of-home care who is subject to:
- a child protection care agreement that has been extended beyond 30 days
  - a Court Assessment Order (CAO) that has been extended beyond 30 days
  - an interim order granting custody to the Chief Executive
  - a child protection order granting custody or guardianship to the Chief Executive.

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55. I am advised that corporate data about the number of children with a child health passport is not readily available. Data has been sourced from a manual collection from regions about the proportion of eligible children who had a child health passport commenced. In the NQ Region as at 31 March 2012, 93.2 percent of eligible children had a child health passport commenced.

56. A breakdown of child health passport data for CSSC's in the NQ Region is below:

Child Safety Service Centre	Proportion with child health passport commenced
Aitkenvale CSSC	95.3%
Bowen CSSC	93.1%
Gulf CSSC	98.5%
Mackay CSSC	85.3%
Mt Isa CSSC	96.2%
Thuringowa CSSC	95.6%
Townsville CSSC	95.0%
<b>North Queensland Total</b>	<b>93.2%</b>

What do you consider to be the biggest issue (eg abuse and neglect, mental health, alcohol and substance misuse; homelessness; exposure to domestic violence) being experienced by children and young people receiving service delivery by the CSSCs?

57. There appears to be an emerging trend of young people self-harming, with suicidal ideation, generally accompanied by mental health issues. The age of this group is becoming younger with children aged less than 12 years displaying self-harming behaviours.

58. There is an increase in the number of children and young people chroming and using illicit substances. This is a disturbing trend, with little community support available to parents or youth health services to assist to keep the child or young person safe and in their family home.

59. There are a number of young people self-placing with adults who are not departmentally approved. Young people refuse departmentally approved placements and continue self-placing.

60. Placement capacity which has been an ongoing issue for the region due to the lower number of new carers available, but also carers who are able to care for teenagers.

61. Domestic Violence which is prevalent and often linked to alcohol misuse, which leads to relationship problems within the family. Frequently children are witness to or involved in domestic disputes.

62. Neglect issues such as extremely unhygienic living conditions, children left unsupervised and overcrowded living conditions.

63. Lack of housing or unsuitable housing in rural and remote locations and reliance on the public housing system which has large numbers on the wait list. The Joint Action Plan between the department and the Department of Housing has been extremely helpful in prioritising families in crisis.

64. Multi-generational interface for a number families within the child protection system

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- 65. The lack of housing and Supported Independent Living (SIL) options for young people.
- 66. Increasing trend in a cohort of young women in care committing violent crimes.
- 67. Lack of public transport for parents to maintain contact with their children placed in out-of-home care.

How many current children for each service centre are in care as a result of an unborn child notification?

- 68. Recording of notifications for unborn children commenced in September 2004.
- 69. I am advised that data about the notification history of children currently subject to ongoing intervention are not part of the department's corporate reporting datasets and are not readily available.

#### **Heading 4 - Issues**

What are the main service delivery issues (including any emerging trends) for the CSSC?

- 70. Child Safety Services and non-government services experience some challenges in identifying potential kinship carers for children in the NQ Region. Barriers can include but are not limited to access to identity to enable personal history check to occur, blue card eligibility for other household members, and overcrowding.
- 71. Young people are presenting with highly complex behaviours as a result of volatile substance abuse and misuse, and there is limited access to detox facilities for young people in the North Queensland.

What do you consider to be the key systemic issues that may be impacting upon the provision of services to children and young people currently known to the CSSC?

- 72. The geography presents unique challenges in terms of capacity adversely impacting on access to early intervention and prevention services (secondary and universal) in rural and remote areas.
- 73. There is a systemic challenge in relation to affordable housing and accommodation for young people transitioning from care within the NQ Region.
- 74. One of the system issues in the region is accessibility to alternative education models to support children and young people with differing learning needs and behavioural issues.

How many complaints have been made in relation to the CSSC for the period 1 July 2009 to 30 June 2012?

- 75. Data is available for the period September 2009 to 30 June 2012. The NQ Region received a total of 449 complaints through the Central Complaints and Review Unit. A breakdown is provided below:

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Service Centre	Totals
Aitkenvale CSSC	47
Bowen CSSC	22
Gulf CSSC	4
Mackay CSSC	98
Mount Isa CSSC	24
North Queensland Region	16
North Queensland Regional Intake Service	13
North Queensland Regional Office	4
Thuringowa CSSC	107
Townsville CSSC	114
<b>Total</b>	<b>449</b>

What were the top 5 issues identified as giving rise to complaints received about the CSSC for the same period?

76. A breakdown of the top five issues identified as giving rise to complaints about each CSSC for the same period is below:

Service Centre	Complaint Type	Total
Aitkenvale CSSC	Child Protection Order	24
	Foster/Kinship Carer	12
	Officer Conduct/Employment	9
	Child Protection	3
	Child Protection Order	9
Bowen CSSC	Officer Conduct/Employment	5
	Investigation and Assessment	3
	Foster/Kinship Carer	2
	Support Services	2
	Complaint Handling	2
Gulf CSSC	Child Protection Order	1
	Officer Conduct/Employment	1
	Child Protection Order	59
Mackay CSSC	Foster/Kinship Carer	21
	Officer Conduct/Employment	21
	Investigation and Assessment	7
	Child Protection	6
	Child Protection Order	9
Mount Isa CSSC	Officer Conduct/Employment	7
	Investigation and Assessment	5
	Intake	3
	Support Services	2
	Complaint Handling	2
North Queensland Region	Intake	2
	Officer Conduct/Employment	2
	Foster/Kinship Carer	1
	Intake	13
North Queensland Regional Intake Service		

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	Officer Conduct/Employment	1
North Queensland Regional Office	Officer Conduct/Employment	2
	Child Protection	1
	Foster Carer	1
Thuringowa CSSC	Child Protection Order	46
	Officer Conduct/Employment	32
	Foster/Kinship Carer	19
	Investigation and Assessment	10
Townsville CSSC	Child Protection Order	64
	Officer Conduct/Employment	30
	Investigation and Assessment	21
	Foster/Kinship Carer	10
	Foster Carer	5

### Heading 5 – Placement of children in out-of-home care

How many of the children in out-of-home care in each of the relevant service centre areas are placed outside of their immediate service centre area?

77. There are a total of 789 children in out of home care in the NQ Region excluding Mt Isa and the Gulf.
78. Of the 789 children and young people in out of home care, nine young people are placed outside their immediate CSSC catchment area. There are three children from the Mackay catchment area that are placed in Townsville with foster carers for safety reasons. There are five females from the Townsville catchment area who are in Brisbane Youth Detention Centre. There is one male from the Mackay catchment area in Cleveland Youth Detention Centre. (To note: this number does not include any children or young people who may be residing with family, friends or kinship carers for holiday periods or interim family care arrangements).

What is the most frequent location (city/town) where children are placed?

79. For the three CSSC's located in Townsville (Townsville, Aitkenvale and Thuringowa) the primary placement location for children is in the Townsville area.
80. For children on Palm Island, the primary placement location is Palm Island, with the exception of children who have kinship options in the Townsville area and children who have significant complex behaviours which warrant intensive intervention from health, therapeutic services, education and/or community services. These children may be moved to Townsville for the period of time the intervention is required, and then returned to Palm Island.
81. For children managed by the Mackay CSSC, the primary placement location is the Mackay/Whitsundays region.

What is the current adherence to the Indigenous Child Placement Principle?

82. Adherence with the Indigenous Child Placement Principle is reported as the proportion of Aboriginal and Torres Strait Islander children in out-of-home care who were placed with kin, other Indigenous carers, or an Indigenous residential care service.

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83. In the NQ Region as at 31 March 2012, 55.4 per cent of Aboriginal and Torres Strait Islander children in out-of-home care were placed with kin, other Indigenous carers, or an Indigenous residential care service. A breakdown of the data is provided below:

Region and service centre	Percentage placed with kin, other Indigenous carers or Indigenous residential care services
Aitkenvale	54.0%
Bowen	58.3%
Gulf	53.4%
Mackay	52.3%
Mount Isa	68.5%
Thuringowa	34.2%
Townsville	72.8%
<b>Total</b>	<b>55.4%</b>

How many foster and kinship carers provide out-of-home care to those children and young people currently receiving service delivery by the CSSC? How many of these are specialist foster carers and approved indigenous carers?

84. In the NQ Region as at 31 March 2012 there were 500 carer families, including 128 Indigenous carer families. Carer families include foster carers, kinship carers and provisionally approved carers. A breakdown of the data is provided below:

	Foster carer			Kinship carer			Provisionally approved carer			Total		
	Indigenous (a)	Non-Indigenous	Total	Indigenous (a)	Non-Indigenous	Total	Indigenous (a)	Non-Indigenous	Total	Indigenous (a)	Non-Indigenous	Total
Aitkenvale	8	59	67	16	10	26	0	0	0	24	69	9
Bowen	1	23	24	1	2	3	0	0	0	2	25	2
Gulf	4	5	9	9	0	9	0	0	0	13	5	1
Mackay	6	69	75	8	33	41	0	3	3	14	105	11
Mount Isa	18	24	42	7	0	7	0	1	1	25	25	5
Thuringowa	16	91	107	8	10	18	0	1	1	24	102	12
Townsville	15	29	44	11	9	20	0	3	3	26	41	6
<b>Total</b>	<b>68</b>	<b>300</b>	<b>368</b>	<b>60</b>	<b>64</b>	<b>124</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>128</b>	<b>372</b>	<b>50</b>

85. As at 31 August 2012 there were 50 funded specialist placements available in the Mackay, Bowen, Townsville, Palm Island, Aitkenvale and Thuringowa catchment areas. All 50 placements are at full capacity.

How many children and young people are currently placed with providers other than foster and kinship carers? How many of these are residential care providers?

86. In the North Queensland Region as at 31 March 2012, there were:
- 303 children placed with kin,
  - 546 children placed with other home-based carers,
  - 77 children placed with a residential care service, and
  - 72 children in other locations such as hospitals, Queensland youth detention centres, and independent living.

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87. A breakdown of this data is below:

	Placement type				Total
	Foster Care <sup>(a)</sup>	Kinship Care <sup>(b)</sup>	Residential care services	Other <sup>(c)</sup>	
Aitkenvale	81	63	7	10	161
Bowen	14	7	0	3	24
Gulf	48	22	3	9	82
Mackay	123	84	15	18	240
Mount Isa	66	31	16	8	121
Thuringowa	137	49	23	6	215
Townsville	77	47	13	18	155
<b>Total</b>	<b>546</b>	<b>303</b>	<b>77</b>	<b>72</b>	<b>998</b>

*As at 30 June 2012 how many foster carers had four or more children placed with them?*

88. I am advised that the latest available corporate data relates to 31 March 2012.

89. In the NQ Region as at 31 March 2012, 70 carer families had four or more children placed in their care. Carer families include foster carers, kinship carers and provisionally approved carers. A breakdown of the data is provided below:

	Foster carer			Kinship carer			Provisionally approved carer			Total		
	Less than 4 children placed	4 or more children placed	Total	Less than 4 children placed	4 or more children placed	Total	Less than 4 children placed	4 or more children placed	Total	Less than 4 children placed	4 or more children placed	Total
Aitkenvale	62	5	67	22	4	26	0	0	0	84	9	93
Bowen	22	2	24	3	0	3	0	0	0	25	2	27
Gulf	8	1	9	9	0	9	0	0	0	17	1	18
Mackay	67	8	75	39	2	41	3	0	3	109	10	119
Mount Isa	26	16	42	5	2	7	0	1	1	31	19	50
Thuringowa	26	16	42	5	2	7	1	0	1	105	21	126
Thuringowa	88	19	107	16	2	18	1	0	1	59	8	67
Townsville	40	4	44	16	4	20	3	0	3	430	70	500
<b>Total</b>	<b>313</b>	<b>55</b>	<b>368</b>	<b>110</b>	<b>14</b>	<b>124</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>430</b>	<b>70</b>	<b>500</b>

*Does the CSSC have its own approved foster carers or are foster care agencies used when placing children and young people in out-of-home care?*

90. In the NQ Region as at 31 March 2012 there were 500 carer families, including 389 who were agency supported and 111 who were departmentally supported. Carer families include foster carers, kinship carers and provisionally approved carers. A breakdown of the data is provided below:

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	Agency supported					Departmentally supported <sup>(a)</sup>					Total, all carer families
	Foster and kinship carers			Provisionally approved carer	Total	Foster and kinship carers			Provisionally approved carer	Total	
	Foster carer	Kinship carer	Total			Foster carer	Kinship carer	Total			
Aitkenvale	59	22	81	0	81	8	4	12	0	12	93
Bowen	19	1	20	0	20	5	2	7	0	7	27
Gulf	0	0	0	0	0	9	9	18	0	18	18
Mackay	64	20	84	0	84	11	21	32	3	35	119
Mount Isa	37	4	41	0	41	5	3	8	1	9	50
Thuringowa	91	14	105	0	105	16	4	20	1	21	126
Townsville	43	15	58	0	58	1	5	6	3	9	67
<b>Total</b>	<b>313</b>	<b>76</b>	<b>389</b>	<b>0</b>	<b>389</b>	<b>55</b>	<b>48</b>	<b>103</b>	<b>8</b>	<b>111</b>	<b>500</b>

## Heading 6 – Inter-agency Collaboration

To what extent does the local CSSC collaborate with other agencies in the delivery of services to children and young people?

91. For the Townsville based CSSC's, information sharing and the joint investigations with Queensland Police Service are positive and have a positive impact on service delivery. There is information sharing between Queensland Health, Recognised Entity, Department of Education and Training, and the broader non-government service system with Child Safety Services.
92. Local services on Palm Island support each other to deliver services to clients. CSOs are co-located with Youth Justice Services and Housing Services on the Island. The Townsville CSSC Management Team meets with the council and an Elders group on Palm Island on a monthly basis to share information and general themes occurring to trigger a community response.
93. Bowen satellite office conducts weekly update meetings with the Family Intervention Service and regular updates with other community agencies. Regular Suspected Child Abuse and Neglect (SCAN) Team meetings with representatives including the Queensland Police Service (QPS) ensure a strong working relationship with QPS.
94. All CSSC's in the NQ Region actively participate with their non-government partners in monthly placement panel meetings and bi-monthly residential workshops. CSSC's in the Townsville area also participate in bi-monthly child protection network meetings, QPS and Queensland Health meetings and bi-monthly meetings with DATSIMA.
95. The NQ Region works in partnership with the North Queensland Cowboys Rugby League Team, in particular their "Field of Dreams" program which provides positive role modelling and opportunities for the region's Indigenous youth. Regular "Community Corners" are held at Cowboys games to promote foster carer recruitment. In addition the Cowboys provide complimentary tickets to foster carers and children in residential care.

Do you consider the current means of collaboration is effective or can it be improved?

96. Current collaboration and partnership arrangements within the Region are effective and responsive. Partnerships are regularly reviewed, and reformed through a number of local mechanisms which are in place to continually improve collaboration.

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Are there any current Memorandums of Understanding or like agreements in place in respect of the CSSCs collaboration with other agencies (government and non-government)?

97. Throughout the region Child Safety Services have a number of Memorandums of Understanding including with; Royal Society for the Prevention of Cruelty to Animals, Department of Housing, Centrelink, Child Youth Mental Health Services, Townsville City Council, Palm Island Community Company, Department of Education and Training, Relationships Australia, Family Intervention Service, Townsville Aboriginal and Islander Health Service and Kalyan Youth Shelter.

Details of those agencies/stakeholders who participate on the local SCAN team(s)

98. Child Safety is recognised within legislation as the lead agency for the SCAN team system. Core member agencies are the Queensland Police Service, Queensland Health, the Department of Education and Training and the Queensland Aboriginal and Torres Strait Islander Child Protection Peak Limited representing recognised entities when an Aboriginal or Torres Strait Islander child is being discussed.
99. Promoting the participation of invited stakeholders with knowledge, experience or access to resources to participate in SCAN team meeting case discussions, assessments and recommendations is integral to meeting SCAN team system principles. A key responsibility of all core member representatives is to invite and facilitate contributions from other agencies to enhance positive outcomes for the referred child and family.
100. Agency participation includes drug and alcohol services, mental health, and domestic and family violence services, correlating with the most significant risk factors identified for children. Attendance by private school personnel, youth hostel and accommodation service staff, and disability services and youth justice staff may also occur.

## Heading 7 – Reporting

Could you please provide a copy of any report written by a child safety service centre manager, a regional planning and partnership officer (or equivalent departmental officers), compiled between 1 July 2009 and 30 June 2012 that identifies critical issues in relation to the delivery of child protection services in each of the relevant regions.

101. Placement Service Unit – Key Deliverables (attachment 3).
102. Six Priorities for North Queensland Region (attachment 4).
103. ADG\_MFA COM00156-2012 – Organisational and position changes within the Townsville, Aitkenvale and Bowen Child Safety Service Centres, North Queensland Region (attachment 5). This attachment is contained within the statement **not for public release**.
104. Project Initiation Document for the Bowen CSSC Re-structure/Townsville and Aitkenvale CSSC Boundary Change (attachment 6). This attachment is contained within the statement **not for public release**.

Declared before me at Townsville this 20 day of September 2012.

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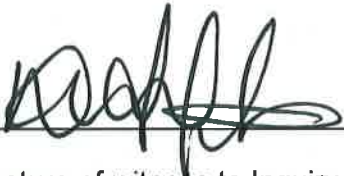
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### Attachment Marking

The preceding one page is the annexure mentioned and referred to as ATTACHMENT 1  
in the statement of Ms Nicola Jeffers taken on 20/09/2012



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Region	Key Funding Area	Service Type	Number	Service Name	Organisation Name	2012-13	No Of Places	Families/Clients
North Old	Family Support	Referral for Active Intervention	4702028	Referral for Active Intervention - Townsville/Thuringowa	Relationships Australia (Qld)	953,114		238
North Old	Family Support	Referral for Active Intervention	4702041	Intensive Family Support Program	George Street Neighbourhood Centre Association Inc	136,077		41
North Old	Family Support	Referral for Active Intervention Ancillary	4702051	Australian Red Cross - RA	Australian Red Cross Society	125,760		Not Available
North Old	Family Support	Safe Haven	4702042	Creating Safe Communities for Kids (Palm Island Safe Haven Service)	Palm Island Community Company Ltd	775,408		Not Available
North Old	Family Support	Specialist Counselling Service	4702010	Whitsunday Specialist Counselling Service	Whitsunday Crisis and Counselling Service Inc	362,955		105
North Old	Family Support	Specialist Counselling Service	4702012	Catholic Family Services Townsville	Catholic Family Services Townsville	440,325		115
North Old	Family Support	Targeted Family Support	4702028	Whitsunday Family Support Service	Whitsunday Community Services Inc	62,317		Not Available
North Old	Family Support	Targeted Family Support	470064	Ujeline - North Queensland	UnitingCare Community	316,408		Not Available
North Old	Family Support	Targeted Family Support	470097	Maranah Rural Support Service	Maranah and District Support Services Association Inc	140,560		Not Available
North Old	Family Support	Targeted Family Support	470129	Townsville Family Support Service	Relationships Australia (Qld)	79,870		Not Available
North Old	Family Support	Targeted Family Support	470492	Good Beginnings Home Based Family Support Program	George Street Neighbourhood Centre Association Inc	170,157		Not Available
North Old	Family Support	Targeted Family Support	470693	Unité	Mackay Youth Support Service Inc	98,420		Not Available
North Old	Family Support	Targeted Family Support	470676	Relationships Australia - Bowen	Relationships Australia (Qld)	173,203		Not Available
North Old	Family Support	Targeted Family Support	470181	Wee Care Family Support Service	Wee Care Family Inc	710,267		Not Available
North Old	Family Support	Targeted Family Support	472083	Palm Island Family Support Hub	Palm Island Community Company Ltd	1,174,190		Not Available
North Old	Family Support	Targeted Family Support	472094	Pregnancy and Parenting Support Program	Mackay Women's Centre Inc	38,458		Not Available
North Old	Indigenous Child Protection Services	ATSI Family Support	471052	TAHS - Townsville Family Support Service	Townsville Aboriginal and Torres Strait Islander Corporation for Health Services	1,187,735		312
North Old	Indigenous Child Protection Services	Recognised Entry	471037	TAHS - Townsville Recognised Entry	Townsville Aboriginal and Torres Strait Islander Corporation for Health Services	1,674,858		Not Applicable
North Old	Placement Services	Foster & Kinship Care	470044	CCQ - PATHWAYS - Mackay Foster & Kinship Care	Churches of Christ in Queensland	1,157,143	166	
North Old	Placement Services	Foster & Kinship Care	470156	Shared Family Care	Wee Care Family Inc	1,319,409	190	
North Old	Placement Services	Foster & Kinship Care	470745	TAHS - Foster & Kinship Care Service	Townsville Aboriginal and Torres Strait Islander Corporation for Health Services	694,394	100	
North Old	Placement Services	Foster & Kinship Care	470671	CCQ - PATHWAYS Thuringowa Fostering Service	Churches of Christ in Queensland	1,076,364	155	
North Old	Placement Services	Foster & Kinship Care	471091	Pleasantway Foster and Kinship Care Service (PPKCS)	MARABISDA INC	330,212	47	
North Old	Placement Services	Foster & Kinship Care	470704	LWB - Townsville Specialist Foster Care Service	Life Without Barriers	2,116,177	31	
North Old	Placement Services	Intensive Foster Care	470707	LWB - Mackay Specialist Foster Care Service	Life Without Barriers	1,202,893	18	
North Old	Placement Services	Residential Care	470750	CCQ - PATHWAYS - Townsville/Thuringowa Residential Service	Churches of Christ in Queensland	1,691,594	8	
North Old	Placement Services	Residential Care	470772	Anglicare NQ - St James' Responsive Placement Service	Anglicare North Queensland Ltd	954,412	4	
North Old	Placement Services	Residential Care	470773	Anglicare NQ - St Mary's Responsive Placement Service	Anglicare North Queensland Ltd	804,431	4	
North Old	Placement Services	Residential Care	470783	IFYS - South Mackay Residential	IFYS Limited	698,592	4	
North Old	Placement Services	Residential Care	470901	IFYS - North Mackay Residential	IFYS Limited	870,809	4	
North Old	Placement Services	Residential Care	471106	FIQ - Townsville Residential Service	Future for Kids Queensland Pty Ltd	1,231,513	6	
North Old	Placement Services	Safe House	470694	FIQ - Palm Island Safe House	Palm Island Community Company Ltd	1,036,340	6	
North Old	Placement Services	Supported Independent Living	470771	CCQ - PATHWAYS - Townsville - Supported Independent Living	Churches of Christ in Queensland	417,565	7	
North Old	Placement Services	Supported Independent Living	470607	CCQ - PATHWAYS - Mackay Supported-Independent Living Program	Churches of Christ in Queensland	304,753	5	
North Old	Placement Services	Therapeutic Residential Care	471088	LCC - Therapeutic Residential Care	UnitingCare Community	1,332,953	4	
North Old	Support Services	Counselling & Intervention Services	470048	CCQ - PATHWAYS - Counselling & Intervention Service - Mackay/Whitsundays	Churches of Christ in Queensland	415,133	60	
North Old	Support Services	Counselling & Intervention Services	470630	ACT for Kids - Counselling and Intervention - Townsville	ACT for Kids	380,420	55	
North Old	Support Services	Counselling & Intervention Services	470638	Catholic - ROSA Program	Catholic Townsville	561,607	81	
North Old	Support Services	Family Intervention Services	150718	TAHS - Family Intervention Service	Townsville Aboriginal and Torres Strait Islander Corporation for Health Services	521,700	75	
North Old	Support Services	Family Intervention Services	470033	Catholic - Townsville - Family Intervention Service	Catholic Townsville	724,977	105	
North Old	Support Services	Family Intervention Services	470571	CCQ - PATHWAYS - Mackay/Whitsundays - Family Intervention Services	Churches of Christ in Queensland	242,004	35	
North Old	Support Services	Family Intervention Services	470971	UCC - Family Intervention Service - Mackay	UnitingCare Community	385,471	58	
North Old	Support Services	Family Intervention Services		CCQ - PATHWAYS - Townsville Assessment Intervention & Reunification Service	Churches of Christ in Queensland	378,823	55	
North Old	Support Services	Family Intervention Services	470983	RA - Bowen Family Intervention Services	Relationships Australia (Qld)	106,339	15	
North Old	Support Services	Sexual Abuse Counselling	470796	ACT for Kids - Family Assisted Sexual Abuse Counselling Program - Townsville	ACT for Kids	294,475	43	

### Attachment Marking

The preceding three pages is the annexure mentioned and referred to as ATTACHMENT 2  
in the statement of Ms Nicola Jeffers taken on 20/09/2012



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## CHILD SAFETY NGO GRANT FUNDING SERVICE DESCRIPTIONS

Key Funding Area	Service Type	Description
Placement Services		Placement services, also known as alternative care or out-of-home care services, provide places (accommodation and support) for children and young people who are unable to live at home. A range of services are required to respond to the different levels of support needs of the child or young person and provide stable, quality care within the Child Safety Services' case management framework.
	Foster and Kinship Care	Foster and kinship care services are responsible for recruiting, training, assessing and supporting carers who have been approved by Child Safety Services. Foster and kinship care is provided to a child or young person with moderate to high support needs in a carer's home. Carers should have access to regular and emergency respite, facilitated by the service. (It should be noted that approx 65% of all Foster & Kinship care is provided through the NGO sector, and that the other 35% is provided through departmentally supported carers)
	Intensive Foster Care	Intensive foster care services are responsible for recruiting, training, assessing and supporting carers who have been approved by Child Safety Services to provide care to a child or young person with complex to extreme support needs in a carer's home. Carers should have access to regular and emergency respite, facilitated by the service. Typically, these carers only care for one child at a time, unless small sibling groups are involved.
	Residential Care incl. small group homes with rostered staff or live-in houseparent models	Residential care services are provided by paid, contracted or volunteer workers to a young person in residential premises. These workers may include rostered or live-in staff. Residential care usually involves small group care (up to six places) though may also include individual care. Residential care is primarily for young people aged 12-17 years and mainly with complex and extreme support needs, though may also accommodate sibling groups or other young people with moderate to high needs.
	Therapeutic Residential Care	Therapeutic residential care services deliver intensive therapeutic care for young people aged 12-15 years with complex to extreme support needs, who are generally unable to be placed in other forms of care. Therapeutic residential care services provide a therapeutic environment conducive to young people recovering from the impact of physical, psychological and emotional trauma and pain resulting from their experience of harm or risk of harm. Therapeutic residential care services will be provided in a least restrictive environment, which is designed to minimise the risk of self-harm and violence. Cairns, Townsville, Goodna & Morayfield
	Safe Houses	Safe Houses deliver a supervised residential care service providing a combination of short-term emergency care and some medium-term care placements for children and young people aged 0-17 years and a related Family Intervention service providing practical supports to families, and parenting interventions during supervised contact consistent with case plan goals. Services will be located in the Aboriginal and Torres Strait Islander communities of Aurukun, Kowanyama, Napranum, Pompueraaw, Doomadgee, Palm Island, Torres Strait, Northern Peninsula Area, Eastern Cape York Peninsula, and Mornington Island. A foster care house is also located at Yarrabah.
Support Services	Supported Independent Living	Supported independent living services are provided by paid, contracted or volunteer workers to a child or young person in residential premises. These employees or workers do not usually live at the premises or provide overnight care but provide external support through regular visiting. Supported independent living is usually for young people aged 15-17 years with moderate to high support needs who are transitioning to independent living. Supported independent living may involve small group or individual care.
		Support services provide assistance to children, young people and families who are referred by Child Safety Services for a range of interventions that focus on the Child Safety Services' assessed needs of children and families. Support services and individual interventions provided by non-government organisations are coordinated by Child Safety Service Centre staff based on case plan goals.  Support services are available to families and children where Child Safety Services has assessed that ongoing statutory intervention is required for a child and where case plan goals developed by Child Safety Services require external service coordination to assist Child Safety Services' decision making responsibilities and meet specific individual therapeutic and personal support needs
	Family Intervention Services	The aim of Family Intervention Services (FIS) is to support clients of Child Safety Service Centres (CSCC) where ongoing intervention with a family is required. The principal aims are to preserve families where a child remains living at home under ongoing intervention and monitoring by the CSCC, and to assist in the reunification of the child with their family from out-of-home care where it is determined to be in the best interests of the child. The FIS support is aimed at the family exiting the child protection system with improved skills and parenting ability. FIS also aims to prevent families from re-entering the child protection system by strengthening the caring and parenting skills of the caregiver and their positive participation in community life.

Key Funding Area	Service Type	Description
Indigenous Child Protection Services	Counselling and Intervention Services	Counselling and intervention services aim to assist the therapeutic and behavioural support needs of children and young people using evidence-based and contemporary intervention methods and models of practice that help in the recovery from a range of personal, physical and emotional impacts arising from an experience of abuse or neglect. Counselling and intervention services may also contribute to the overall stability of a child in their out-of-home care placement through direct counselling support and may also include counselling support to carers within the child or young person's support network.
	Sexual Abuse Counselling	Sexual abuse counselling services provide specialist counselling to children and young people in out-of-home care placements who are not able to access an appropriate service from Queensland Health or Child Safety departmentally operated Sexual Abuse Counselling Service (SACS) in Brisbane (Woolloongabba).
	Outreach Support	A limited service response focused on the behavioural, counselling and education support needs of children in an out-of-home care placement. Typically the service is aligned to the grant funded service provider and does not resource other out-of-home care placement services.
	Transition from Care	A service funded in the Beenleigh, Logan and Goodna area as a joint initiative of Child Safety Services and the Department of Employment and Industrial Relations. The service aims to assist young people aged 15-17 years who are preparing to leave out-of-home care.
	Indigenous Child Protection Services include Recognised Entities; Indigenous Family Support (IFSS); and funding for the Indigenous Child Protection Peak, QATSI CPP.	
Secondary Family Support	Recognised Entities	Recognised Entities are funded to actively participate in significant decisions made by Child Safety Services regarding Aboriginal and Torres Strait Islander children including intake; investigation and assessment; Suspected Child Abuse and Neglect (SCAN) teams; court; case planning; and placement, and also provide information to Indigenous families throughout these phases of the statutory child protection system. The recognised entity role also assists Child Safety Services to comply with the Indigenous Child Placement Principle.
	Aboriginal and Torres Strait Islander Family Support	ATSIFSS is a new service type which commenced from 30 August 2010 which will fund eleven services to cover the State. These services will provide a range of family support services to both statutory and non-statutory families. Around 90% of clients will be non-statutory and will be referred from the Department (Child Concern Reports); Education; Health; and the Indigenous Medical services. Limited self-referrals are also permitted. The other 10% of clients will be statutory referrals from Child Safety Service Centres. Family support is expected to range from intensive to practical in-home support.
	The primary aim of the Department's prevention and early intervention funding is to improve the safety and wellbeing of children, young people and their families in order to prevent entry or re-entry into the statutory child protection system. Services funded through Family Support are largely early intervention services; they target identified vulnerable children, young people and families and respond to a known risk or problem. Within this context, the early intervention activities delivered by Family Support's services, seek to address risks and resolve problems at an early stage. Services meet unmet needs, build capacity and resilience and enhance the wellbeing and safety of children, young people and their families. Some services funded through Family Support have a prevention component, particularly those which seek to build the capacity of families in the wider community through education programs and universal support programs.	
	Referral for Active Intervention (RAI)	The Referral for Active Intervention program responds to vulnerable families with children and young people (unborn to 18) who are at risk of involvement in the statutory child protection system. RAI is a consent based program which provides case management for clients who agree to engage with the service. All individuals who identify as being family members of the referred child and consent to engage are eligible for a service. Case managers work collaboratively with families to identify and prioritise their presenting needs and provide intensive support interventions and engagement with specialist services.

	RAI Ancillary	<p>The RAI initiative includes ancillary funds linked to each service. The purpose of this funding is to address prevention and early intervention service delivery gaps and priorities determined by the ANT within the RAI catchment area. This includes the establishment of new services or the enhancement of existing services to increase the capacity to provide specialised and ongoing support for clients of the funded RAI service. RAI Ancillary services must deliver direct client service and prioritise RAI clients.</p> <p>Depending on regionally identified needs, funding may be used to boost specialist services required for RAI clients (eg Domestic and Family Violence counselling, Indigenous Family Support) or to build less intensive services that are able to provide "step down" support for families exiting a RAI service. Where capacity allows, RAI Ancillary services may accept clients from other referral pathways.</p>
	Helping Out Families	<p>The Helping Out Families (HOF) initiative operates in the SE region and includes four components: Family Support Alliance (FSA), Intensive Family Support (IFS), Domestic and Family Violence (DFV) and Health Home Visiting (HHV). The HOF model in three locations consists of an Intensive Family Support (IFS) service supported by a network of local agencies and services. The networks are coordinated through the Family Support Alliance (FSA). The services respond to vulnerable families with children and young people (unborn to 18) at risk of entering the statutory child protection system, and their families.</p> <p>The FSA and IFS services are complemented by HHV which is delivered by Queensland Health, and DVP services funded through the department's Social Inclusion stream.</p>
	Specialist Counselling Services	<p>Services funded under this initiative deliver intensive prevention and early intervention services for children and young people (unborn to 18 years) who have been identified as at high-risk of child abuse and neglect and their families. These services are provided in instances where a statutory child protection response is not appropriate but where significant support is required for the children, young people and the family. In particular, this service is funded to case manage client families and provide specialist counselling.</p>
	Targeted Family Support	<p>Services funded under this initiative deliver services to support children, young people (unborn to 18 years) and their families who find themselves in vulnerable situations to improve: the wellbeing and safety of children young people and families, help preserve families and prevent entry or re-entry in to the statutory child protection system.</p>
	Safe Havens	<p>Safe Haven services operate in the communities of Mornington Island, Coen, Cherbourg and Palm Island to provide culturally appropriate, integrated services to respond to the safety needs of children, young people and families who are affected by domestic and family violence, strengthening their capacity to deal with the issues that might impact upon their safety, wellbeing and resilience. Safe Haven services contribute to secondary child protection, providing early intervention responses which aim to reduce the demand on the statutory child protection system.</p>

### Attachment Marking

The preceding four pages is the annexure mentioned and referred to as ATTACHMENT 3  
in the statement of Ms Nicola Jeffers taken on 20/09/2012



Signature of witness to Inquiry



Signature of person witnessing statement



# NQ PSU Key Deliverables 2011/12

## 2011 – 2015 Strategic Plan

### Our Vision

Fair, cohesive and vibrant Queensland communities.

### Our Purpose

Providing integrated community services that strengthen Queensland.

### Our values

The Department will undertake the delivery of its services in line with the following values:

- Client focus
- Collaboration
- Diversity
- Innovation
- Professional integrity

### Our strategic risks

are managed through our robust risk management framework, and relate to the impacts of:

- Population growth, and the increasing demand for and cost of services, on our service delivery systems and practices
- Large scale or multiple disaster events requiring a high number of staff to be deployed and resources to be reallocated
- An ageing workforce, and increasing competition from other agencies and the private sector, impacting on the attractions and retention of skilled staff.

## 2011 – 2012 Child Safety RSDO Deliverables (PSU Specific)

### Strategic Policy Intent

Enhance support for priority initiatives by:

- Improve standards of foster and kinship care by implementing enhanced strategies for the recruitment, training, support and retaining of foster and kinship carers

- Enhance support to specialist foster care program
- Implement strategies to increase the ratio of kinship carers.
- Support practice enhancements for YP in care with a disability.
- Support the Securing Permanency requirements
- Support the rollout of the TRS.

- Support the implementation of the new model of residential care, maximising utilisation and monitoring performance
- Implement strategies to better monitor, report and analyse transitional placements and increasing the usage of grant funded placements
- Ensure compliance with the Transitional Placement revised business rules by reporting of placement trends and challenges and undertaking quality assurance of submissions

- Ensure that children and young people placed in out of home care services that are outside of regulated care [82(1)(a) to (e)] and therefore not subject to licensing requirements are subject to appropriate assessment and monitoring obligations, by:

- Support optimum utilisation of regulated care
- 82(1)(f) placement are regulated per CSPM
- Monthly reviews of placement appropriateness
- Accurately recorded in ICMS
- Regular sharing of usage information with CSSC and CST

### People and Culture

- Support the Safety and Wellbeing and Injury Management Framework
- Embed Cultural Capability Framework and Achievement and Capability Planning to include links to future career planning for staff
- Manage budgets within the fiscal limits established for 2011/12
- Actively participate in data quality and data management activities
- Embed Document and Records Management Project
- Develop a methodology for forward planning of resources to respond to future growth

## Jan- Jun 2012 NQ PSU Deliverables (Strategic)

### Supporting and Foster Care

- Implement toolbox re: behavioural management for carer to support longevity of placement

- Embed carer support including expectations, strategies and kinship eco-mapping.

- Promote and deliver Cultural Awareness & Pre-service training
- Support the CSSC in the completion and requirement of provisional carer approvals
- Monitor potential enhancement to ongoing carer training

### Residential Management

- Continued enhancement of CSSC and NGO interface with a focus of TFC support

- Enhanced information sharing including development of residential 'photo books'

- Regular monitoring, support and reporting of 82(1)(f) placement to the CSSC and FCM (incl. TP)

- Innovative carer support including the completion of Carer Support Book for Mackay and Mt Isa

### Administration Management

- Enhanced EOI management including NGO interface, monitoring trends such as kinship ratios, exits and withdrawals & disability capacities
- TP and 82(1)(f) system maintenance & reporting

## Jan – Jun 2012 NQ PSU Deliverables (People & Culture)

- Key conduit for NGO, carers and CSSC in the management of carer files and information sharing.

- Regular review, analysis and forecasting of staffing, finances and PSU reports driving and embedding a performance and forward planning culture.

### Succession Planning (APU)

- Robust, timely and meaningful ACP completion on line.
- Promotion of opportunities for skills upgrades e.g. training
- Clearly defined expectations of leadership roles, promoting accountability of the unit.

### Learning and Development (APU)

- Development of data analysis to inform individual forecasting.
- Development of sector knowledge in partnership with FCQ, funded sector, funding team and CSSC (e.g. residential workshops)

### Wellbeing (APU)

- Ongoing consideration to external community activities relevant to business needs.
- Support of ongoing positive team activities

# NQ PSU – Administration Team Key Deliverables 2011/12

## As a Department we will...

- Facilitate integrated services that respond to assessed need
- Build a stronger and sustainable services system
- Build strong partnerships with RSDO stakeholders
- Provide simple and consistent entry points for clients
- Integrate responses to client needs
- Promote client independence
- Give priority to breaking intergenerational disadvantage
- Strengthen the community sector to align with clients needs

- Embed services in the community
- Develop place based responses
- Continuously monitor practice and assure quality
- Measure the success of our work
- Invest in our staff's wellbeing
- Address our workforce challenges

- Develop our culture through leadership
- Use resources flexibly to respond to need
- Develop a methodology to measure and manage demand
- Provide services within resourcing restraints
- Increase use of contemporary technology and innovative business process
- Streamline our business process

## As a unit we will...

- Implement standards of foster and kinship care by implementing enhanced strategies for the recruitment, training and support for the specialist foster care program
- Implement and enhance support for the specialist foster care program including implementing any required changes to program requirements of the Child Placement Principals post the CCYPCG audit 2011
- Respond to emerging requirements as relevant, with reference to the new National Framework for Protecting Australia's Children action plan
- Ensure that children and young people placed in OHC services that are outside regulated care and not subject to licensing requirements are subject to appropriate assessment and monitoring obligations
- Implement Child Protection Legislative amendments
- Ensure compliance with TP business rules and provide monthly checklist of placement trends, challenges and undertake quality assurance process
- Monitor, report and analyses TP with aim of reducing TP and increase usage of grant funded placements
- Support the Safety and Wellbeing and Injury Management Framework
- Embed Cultural Capability Framework and Achievement and Capability Planning to include links to future career planning for staff
- Manage budgets within the fiscal limits established for 2011/12
- Actively participate in data quality and data management activities including the development of a methodology for forward planning of resources to respond to future growth
- Embed Document and Records Management Project

## As a team we will...

- Enhanced EOI management including NGO interface, monitoring trends such as kinship ratios, exits and withdrawals & disability capacities
- TP and 82(1)(f) system maintenance & reporting
- Key conduit for NGO, carers and CSSC in the management of carer files and information sharing
- Regular review, analysis and forecasting of staffing, finances and PSU reports driving and embedding a performance and forward planning culture
- Support the ethos of providing the community with a simple and consistent entry point for clients (No Wrong Door)
- Produce accurate, timely and transparent outputs by keeping abreast of relevant policies and procedures which uphold public and auditable scrutiny
- Promote a team culture of honesty, accountability and inclusiveness
- Support the vision and direction of both the organisation and NQ PSU

## As an individual I will...

- With the support of my supervisor, actively pursue learning and development opportunities that are fiscally viable and demonstrate a direct benefit to the business
- Undertake all tasks with energy and drive whilst also upholding the organisations values and ethics
- Commit to the success of the team by remaining abreast of all team members priorities and duties which will enable all team members to assist in the team achieving their goals and deadlines
- Participate in open and honest communication within the team with the intent of attempting to resolve conflict at an individual level prior to escalating issues
- Maintain a sound understanding of the unit's (including adjacent teams) pressures and priorities to enable forward planning of potential cascading impacts
- Ensure my supervisor is regularly informed of tasks status and potential issues which may impact upon the timely and accurate completion of a task by actively engaging in both informal and informal supervision.

### As a Department we will...

- Facilitate integrated services that respond to assessed need
- Build a stronger and sustainable services system
- Build strong partnerships with RSDO stakeholders
- Provide simple and consistent entry points for clients
- Integrate responses to client needs
- Promote client independence
- Give priority to breaking intergenerational disadvantage

- Strengthen the community sector to align with clients needs
- Embed services in the community
- Develop place based responses
- Continuously monitor practice and assure quality
- Measure the success of our work
- Invest in our staffs wellbeing

- Address our workforce challenges
- Develop our culture through leadership
- Use resources flexibly to respond to need
- Develop a methodology to measure and manage demand
- Provide services within resourcing restraints
- Increase use of contemporary technology and innovative business process
- Streamline our business process

### As a unit we will...

- Implement standards of foster and kinship care by implementing enhanced strategies for the recruitment, training and support for the specialist foster care program
- Implement and enhance support for the specialist foster care program including implementing any required changes to program requirements of the Child Placement Principals post the CCYPOG audit 2011
- Respond to emerging requirements as relevant with reference to the new National Framework for Protecting Australia's Children action plan
- Ensure that children and young people placed in OHC services that are outside regulated care and not subject to licensing requirements are subject to appropriate assessment and monitoring obligations
- Implement Child Protection Legislative amendments
- Ensure compliance with TP business rules and provide monthly checklist of placement trends, challenges and undertake quality assurance process
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- Support the Safety and Wellbeing and Injury Management Framework
- Embed Cultural Capability Framework and Achievement and Capability Planning to include links to future career planning for staff
- Manage budgets within the fiscal limits established for 2011/12
- Actively participate in data quality and data management activities including the development of a methodology for forward planning of resources to respond to future growth
- Embed Document and Records Management Project

### As a team we will...

- Ensure all carers in the Northern Region meet regulation of care requirements as regulated by the CSPM
- Assist to identify kinship and foster carers with consultation with the CSSC staff and Fostering Agencies
- Work with the CSSC and Fostering Services to provide procedural support regarding Regulation of Care matters
- Improve our support and deliver high quality training with all approved Carers and develop a 'tool box' of resources for Carers
- Ensure all Approved Foster Carers have a 'Photo Book' recorded on ICMS to assist children to transition into approved placements
- Develop and implement strategies on recruitment in the Indigenous communities and develop and implement a regional recruitment calendar in partnership with the regions Foster and Kinship Care Services
- Work with Placement Management Team to ensure that children and young people placed in out of home care services (82 (1)(a, b and e)) are subject to appropriate assessment and monitoring obligations, by ensuring carer approvals and placements are regulated per CSPM
- Develop strong partnerships with other government agencies and non-government agencies to better support carers, children and their families
- Regular review, analysis and forecasting of carer approvals and PSU reports driving and embedding a performance and forward planning culture
- Produce accurate, timely and transparent outputs by keeping abreast of relevant policies and procedures which uphold public and auditable scrutiny
- Actively participate in data quality and data management activities including the maintenance of ICMS with the required level of detail and accuracy
- Promote a team culture of honesty, accountability and inclusiveness
- Support the vision and direction of both the organisation and NQ PSU

### As an individual I will...

- Complete carer applications within the legislated timeframe with the required levels of detail and accuracy as regulated by the CSPM
- With the support of my supervisor, actively pursue learning and development opportunities that are fiscally viable and demonstrate a direct benefit to the business
- Update and maintain ICMS with the required level of detail and accuracy, including cross checking of details recorded
- Provide regular, consistent support to department supported carers including advocating for Placement Agreements to be completed within required time frame and with required level of detail and accuracy
- Educate and support department staff and non-government staff on ROC policy and practices via phone, email and at least monthly visits to the CSSC or Service
- Participate and initiate carer support activities e.g. FCQ Conference, carer catch ups, functions etc
- Commit to the success of the team by remaining abreast of all team members priorities and duties which will enable all team members to assist in the team achieving their goals and deadlines
- Participate in open and honest communication within the team with the intent of attempting to resolve conflict at an individual level prior to escalating issues
- Ensure my supervisor is regularly informed of tasks status' and potential issues which may impact upon the timely and accurate completion of a task by actively engaging in both informal and formal supervision
- Initiate, educate, support and encourage carers to transfer to their local Fostering Service in partnership with agencies
- Prioritise and evaluate workload on a regular basis to ensure workload tasks are met in allocated timeframes
- Actively participate in Quarterly Service Meetings and initiate interagency meetings
- Initiate, attend and participate constructively in all scheduled team and interagency meetings as well as individual supervision sessions
- Work with supported Fostering Agency and department supported Foster Carers to ensure all Approved Foster Carers have a 'Photo Book' recorded on ICMS to assist children to transition into approved placements

## NQ PSU – PMT Team Key Deliverables 2011/12

### As a Department we will...

- Facilitate integrated services that respond to assessed need
- Build a stronger and sustainable services system
- Build strong partnerships with RSDO stakeholders
- Provide simple and consistent entry points for clients
- Integrate responses to client needs
- Promote client independence
- Give priority to breaking intergenerational disadvantage
- Strengthen the community sector to align with clients needs

- Embed services in the community
- Develop place based responses
- Continuously monitor practice and assure quality
- Measure the success of our work
- Invest in our staff's wellbeing
- Address our workforce challenges

- Develop our culture through leadership
- Use resources flexibly to respond to need
- Develop a methodology to measure and manage demand
- Provide services within resourcing restraints
- Increase use of contemporary technology and innovative business process
- Streamline our business process

### As a unit we will...

- Implement standards of foster and kinship care by implementing enhanced strategies for the recruitment, training and support for the specialist foster care program
- Implement and enhance support for the specialist foster care program including implementing any required changes to program requirements of the Child Placement Principals post the CCYPCG audit 2011
- Respond to emerging requirements as relevant, with reference to the new National Framework for Protecting Australia's Children action plan
- Ensure that children and young people placed in OHC services that are outside regulated care and not subject to licensing requirements are subject to appropriate assessment and monitoring obligations
- Implement Child Protection Legislative amendments
- Ensure compliance with TP business rules and provide monthly checklist of placement trends, challenges and undertake quality assurance process
- Monitor, report and analyses TP with aim of reducing TP and increase usage of grant funded placements
- Support the Safety and Wellbeing and Injury Management Framework
- Embed Cultural Capability Framework and Achievement and Capability Planning to include links to future career planning for staff
- Manage budgets within the fiscal limits established for 2011/12
- Actively participate in data quality and data management activities including the development of a methodology for forward planning of resources to respond to future growth
- Embed Document and Records Management Project

### As a team we will...

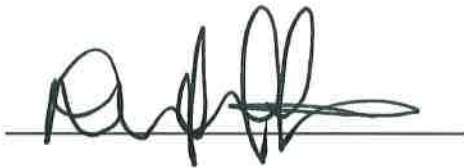
- Ensure all children and YP placed through PSU are placed in approved placements and corresponding CSPM procedure are adhered to, **inclusive of providing support and guidance to CSSC's relative to suitable placements for children with Complex to Extreme Needs**
- Assist in identifying suitable kin or foster carers through consultation with the CSSC, RE, KFC, fostering agencies and other services within the broader community
- Work with CSSCs to provide placement support supporting or maintaining OHC placements within the best interests of the child or YP
- Develop a CSSC and Fostering Agency contact calendar so that PMT can develop and maintain face to face contact with service centre and fostering agency colleagues
- Improve placement methods in conjunction with fostering agencies to develop and maintain simple and effective placement and tracking processes
- Take pictures of CSSCs, SAAP, grant funded properties and fostering agency's during visits to familiarise the PMT with placement set ups.
- Source and pass on relevant, accurate and concise advice information to all stakeholders
- Work with Kinship and Foster Care team to identify suitable out of home care options with the focus on promoting family and community based placements as a priority.
- Actively participate in Quarterly Service and Interagency meetings **as well as be aware of the Learning and Development opportunities for Service Providers in the region.**
- Effective communication through inclusive, open and constructive conversation supporting team members to articulate their views, perspectives, feelings, share ideas and understand each other's view points.

### As an individual I will...

- Provide support to colleagues to assist them in achieving the best outcomes for children and YP.
- Maintain professional persona at all times
- Provide support to colleagues to assist them in achieving the best outcomes for themselves
- Update and maintain ICMS with the required level of detail and accuracy
- Frequently review overall placement progress to ensure that issues can be addressed while they're easily manageable
- Provide regular consistent support to colleagues and stakeholders.
- Advocate for CSSCs to close placement events for placements that are ending to maintain ICMS accuracy
- Educate and support departmental and non-dept staff on policy & practice via phone, email and ongoing contact with stakeholders.

### Attachment Marking

The preceding one page is the annexure mentioned and referred to as ATTACHMENT 4  
in the statement of Ms Nicola Jeffers taken on 20/09/2012



Signature of witness to Inquiry



Signature of person witnessing statement



# Six Priorities for North Queensland Region

1. Embedding a performance culture
2. Managing Change and Reform
3. Supporting a confident, competent and resilient workforce
4. Strengthening the outcomes focus of NGOs and improving contract management arrangements
5. Innovation and creativity in service delivery
6. Focusing on “place” – making the most of integrated service delivery opportunities and the No Wrong Door approach