

Department of CHILDREN AND FAMILIES

# ANNUAL REPORT 2024-25



## Acknowledgement of Country

We acknowledge the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands and waters and pay our respects to ancestors and Elders, past, present and emerging.

Throughout this report, we will use the term 'Aboriginal' to refer to the Aboriginal and Torres Strait Islander and First Nations peoples and communities of the Northern Territory. We recognise the diversity and complexity of these communities.

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased persons.



# *Introduction*

## Letter to Minister

Dear Minister

In accordance with the *Public Sector Employment and Management Act 1993*, I submit to you the Department of Children and Families 2024-25 Annual Report.

To the best of my knowledge and belief:

- a) we keep proper records of all transactions and our employees follow the *Financial Management Act 1995*, the Financial Management Regulations and the Treasurer's Directions
- b) our procedures provide proper internal control, recorded in the Corporate Handbook in accordance with the Accounting and Property Manual and the *Financial Management Act 1995*
- c) there is no indication of fraud, malpractice, major legislative breach or delegation breach, or major error or omission not appropriately reported and corrected
- d) under section 15 of the *Financial Management Act 1995*, our internal audit capacity is adequate, and results have been reported
- e) the financial statements in this report are prepared from proper accounts and records and in accordance with the Treasurer's Directions
- f) under section 28 of the *Public Sector Employment and Management Act 1993*, public sector principles have been upheld
- g) under section 131 of the *Information Act 2002*, our procedures complied with archives and records management in Part 9.

The Department of Corporate and Digital Development (DCDD) provides some functions relevant to items a), e) and g). I have received assurance from the DCDD Chief Executive Officer that DCDD keeps proper records and complies with the above requirements.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Brent Warren', written over a horizontal line.

**Brent Warren**  
Chief Executive Officer  
Department of Children and Families  
30 September 2025

# Contents

Letter to Minister .....	4
Message from the Chief Executive Officer .....	8
Message from the Aboriginal Cultural Security Leadership Committee.....	9
Organisational structure .....	11
What we do.....	12
Office of the CEO .....	12
Strategy, Programs and Enabling Services.....	13
Regional Services .....	13
Family and Youth Support.....	13
Child Protection .....	14
Out-of-home care.....	14
NT Wide Services .....	14
Practice Development .....	15
Portfolio .....	16
Families Programs.....	16
Domestic, Family and Sexual Violence Prevention.....	16
Homelessness .....	17
Emergency Management.....	17
Regional Overview.....	18
Barkly.....	18
Big Rivers.....	18
Central Australia.....	18
East Arnhem and Top End.....	19
Greater Darwin.....	19
Aboriginal Cultural Security .....	20
Priority 1: Innovate for change.....	23
2024-25 highlights .....	23
Case study .....	25
Supporting families through the Big Rivers Child and Family Centre .....	25
Priority 2: Strengthen the system.....	26
2024-25 highlights .....	26
Case Study.....	28
Building a safer NT through RAMF training .....	28
Priority 3: Modernise our department.....	29
2024-25 highlights .....	29
Case Study.....	30
Building a Skilled Workforce for Children and Families.....	30

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Case study .....	31
Turning things around: Nathan’s journey with the Circuit Breaker Program .....	31
Case Study.....	32
Shaping the future of homelessness services .....	32
Case Study.....	33
Reconnecting children in care with culture .....	33
Outcomes.....	34
Key Performance Indicators.....	35
Our Minister.....	37
The Hon Robyn Cahill OAM .....	37
Ministerially appointed bodies .....	37
Governance committees.....	38
Senior Executive Group.....	38
Executive Leadership Board .....	38
Finance and Infrastructure Committee .....	38
Workforce Committee.....	38
Emergency Management Committee .....	38
Workplace Work Health and Safety (WHS) committees.....	38
Aboriginal Cultural Security Leadership Committee.....	38
Risk and Audit Committee .....	39
Strategy, Programs and Partnerships Committee .....	39
Practice Development Steering Committee.....	39
Shared Services Steering Committee.....	39
Employee Consultative Committee.....	39
Out-of-home care Steering Committee .....	39
Information Management Sub-Committee.....	39
Our legislation.....	40
Legislation.....	40
Legislative reform.....	40
Access to information.....	41
Our workforce .....	42
Training and development.....	43
2024-25 highlights .....	43
Financial literacy program .....	43
Risk and Audit Committee .....	44
Audits and Reviews .....	44
Hazard, incident and injury reporting .....	45
Children’s Commissioner .....	48

Responding to climate change.....	49
Achieve net zero emissions.....	49
Build a resilient Territory.....	49
Unlock opportunities for a low-carbon future.....	49
Inform and involve all Territorians .....	49
Department of Children and Families Financial Statements .....	51
Agency overview.....	51
Financial performance.....	52
Operating Revenue.....	52
Operating Expenses.....	52
Balance Sheet .....	53
Certification of the financial statements .....	54
Grant recipients 2024-25.....	101

## Message from the Chief Executive Officer



It is a privilege to present the Department of Children and Families 2024-25 Annual Report – my first as Chief Executive Officer.

This year has been one of establishment and achievement and this report reflects an extraordinary year for the department. In 2024-25, we established a new department with a clear vision for the future, launching our Strategic Plan 2025-2029, strengthening governance and embedding a refreshed organisational structure. These foundations were laid while continuing to deliver safe and responsive services for children, young people and families across the Northern Territory.

This year also saw significant achievements including establishment of the Circuit Breaker Program to support young people at risk and their families, new outreach services addressing domestic, family and sexual violence (DFSV), a record investment of \$36 million per year in ongoing DFSV programs and services, global recruitment campaigns to grow our workforce, and the release of the Northern Territory's first standalone Homelessness Strategy 2025-2030.

These milestones are a credit to the commitment of our staff and partners, who have navigated major reforms while maintaining services in communities across the Territory.

As I commence in this role, I am excited to build on these strong foundations. Having served in leadership roles across child protection, youth justice, housing and law enforcement, and having raised my own family in the Northern Territory, I am committed – both personally and professionally – to ensuring Territory children and families have the best opportunities.

Looking ahead, I will support our people to work closely with each other, partners and communities to strengthen services, drive innovation and deliver on the government's priorities to reduce crime, rebuild the economy and restore our lifestyle.

**Brent Warren**  
Chief Executive Officer

## Message from the Aboriginal Cultural Security Leadership Committee

Cultural security sits at the heart of everything we do. It shapes how we design services, how we support families, and how we work together across the Northern Territory.

In 2024–25, we took important steps to strengthen Aboriginal leadership across the department. We shifted from an advisory role to a leadership and accountability model that ensures Aboriginal voices are embedded in decision-making at the highest levels.

Our reimagined governance structure brings together policy, practice and regional knowledge so that cultural perspectives are present in every decision. New leadership roles – including the Director Culturally Secure Practice, and the Director Transforming Aboriginal Outcomes – provide expertise and guidance that directly influences strategy and service delivery. Aboriginal Practice Leaders and elected staff representatives also play a vital role in ensuring local voices and lived experiences are heard.

Through this model, we have a stronger foundation to influence how the department delivers on its strategic plan priorities. We are working to lift the cultural capability of the workforce, support better services for families and communities, and make sure decisions are grounded in cultural knowledge and experience.

A key highlight of our work will be leading the annual Aboriginal Employee Forum, which creates an important space for Aboriginal staff across the Territory to come together, share knowledge and shape the department's cultural security journey.

We acknowledge the dedication of the outgoing Elder in Residence, whose work has laid the foundation for this new model of leadership.

Looking ahead, we are committed to ensuring Aboriginal voices are heard, respected, and acted upon. Together, we will continue to build a culturally safe and responsive system that supports children, strengthens families, and delivers better outcomes for communities.

**Michael Mills**  
**Inaugural Chair**  
**Aboriginal Cultural Security Leadership Committee**

## About Us

We are the Northern Territory Government's lead department for children and families. Our formal responsibilities, as set out in the Administrative Arrangements Order, include:

- child protection
- out-of-home care and adoption
- family and parenting support services, including Family Responsibility Agreements
- whole-of-government children's strategic policy
- homelessness services
- emergency management through the Welfare Functional Group
- family violence services
- whole-of-government leadership for the prevention of domestic, family and sexual violence.

Through these responsibilities, we deliver prevention, early intervention and statutory services that are safe and responsive. We partner with Aboriginal community-controlled organisations, specialist services and other government departments to support children, strengthen families, and build safer communities.

We deliver services across 6 regions – Barkly, Big Rivers, Central Australia, East Arnhem, Greater Darwin and Top End. Our teams are based in major regional and urban centres, as well as in remote communities, so we can work closely with families and service providers where they live.



Our work is guided by the Department of Children and Families Strategic Plan 2025–29, which sets 3 priorities:

**Innovate for change:** strengthening place-based and evidence-based services that create jobs and respond to local needs.

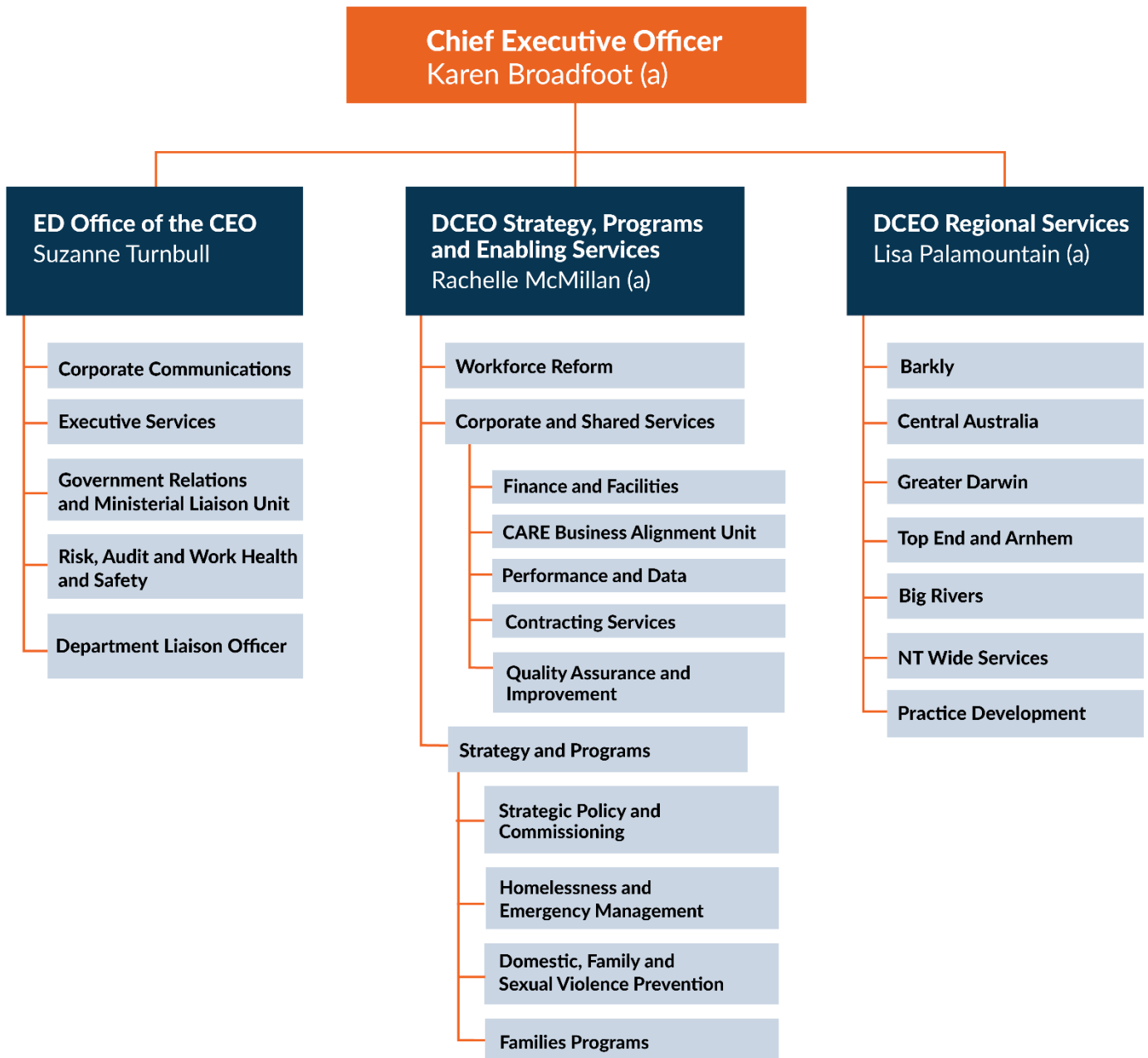
**Strengthen the system:** improving service quality, accountability and connections across government and community.

**Modernise our department:** building a capable workforce and a high-performance culture.

Together, we contribute to the Northern Territory Government's priorities to reduce crime, rebuild the economy and restore our lifestyle.

# Organisational structure

As at 30 June 2025



## What we do

Our department is made up of specialist teams and directorates that deliver services within our output groups. Each plays a vital role in keeping children safe, strengthening families and supporting communities.

### Office of the CEO

The Office of the CEO provides whole-of-department leadership and coordination, supporting the Chief Executive Officer and the Minister's Office.

We deliver critical functions that uphold accountability, governance and communication across the department. This includes Corporate Communications, which keeps staff, stakeholders and the community informed; Executive Services, Government Relations and Ministerial Liaison, which ensure timely, accurate advice is provided to government; and Risk, Audit and Work Health and Safety which strengthen governance and oversight and promote a safe, healthy workplace.

A number of these functions also provide shared services to the Department of People, Sport and Culture. By maintaining strong governance, clear communication and safe workplaces, we enable frontline services to focus on supporting children, families and communities.

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#### **2024-25 highlight**

*We maintained strong governance, risk and safety systems while delivering ministerial responses, briefings and executive communications that supported the Minister and Executive Leadership Board.*

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## Strategy, Programs and Enabling Services

The Strategy, Programs and Enabling Services division shapes the department's long-term direction, provides essential enabling services and leads program design and policy development. It ensures we remain accountable, responsive and equipped to deliver services that make a difference for children, families and communities.

**Corporate and Shared Services** underpin quality service delivery through robust contract management and commissioning, strong oversight of department-led services and sound financial management. Contemporary performance monitoring and data ensure we are responsive to government priorities and the needs of our clients. This area also delivers and manages shared services to the Department of People, Sport and Culture, while maintaining our relationships with the Department of Treasury and Finance and DCDD.

**Strategy and Programs** lead portfolio policy and program development across our key output responsibilities. This area also drives major policy and legislative reform to support government to deliver on its election commitments, while providing strategic direction through the Strategic Plan and business planning to keep us accountable.

A strong focus on workforce reform is helping us address critical workforce shortages across frontline and key enabling areas. We have developed an organisational structure that is purpose-built to deliver on government priorities, while also building and attracting a capable and professional workforce, including our Aboriginal workforce, within a culturally secure workplace of choice in an increasingly competitive social services sector jobs market.

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### 2024-25 highlight

*We successfully coordinated Machinery of Government changes while maintaining continuity of services, launched the Strategic Plan 2025–29, and developed shared services arrangements with the Department of People, Sport and Culture.*

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## Regional Services

Regional Services is the frontline of our department. Our staff respond when children are at risk, to support families to stay together safely, and ensure children who cannot remain at home are cared for in safe and stable environments. This work is essential to protecting children, strengthening families and building safer communities across the Territory.

### Family and Youth Support

We deliver and fund family support services that help parents and caregivers build the skills they need to care for their children and keep them safe. Our Remote Family Support Services make support more accessible for families living in remote communities. By reaching families early, we help prevent concerns from escalating into the child protection system and support long-term safety and stability.

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### 2024-25 highlight

*We commenced 257 Strengthening Families cases and expanded family support services across urban and remote communities.*

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## Child Protection

We work to keep children safe when there are concerns about harm. Our child protection teams investigate reports, assess risk and take action to ensure children's safety and wellbeing. Wherever possible, we support families to make the changes needed so children can remain safely at home or return to their families. When this is not possible, we ensure children are cared for in safe, stable environments where their cultural identity and connections are maintained.

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### **2024-25 highlight**

*We completed 4,917 child protection investigations with 29% of those substantiated.*

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## Out-of-home care

When children cannot live safely at home, we place them in out-of-home care wherever appropriate, to ensure they are safe, supported and nurtured. We work with foster and kinship carers, as well as home-based and residential care providers, to create stable environments where children can thrive. Maintaining children's connections to family, community and culture is central to our approach, as these connections are critical to identity, belonging and wellbeing.

We support carers with training and resources to build their confidence and capacity, ensuring every child's needs are met. By working closely with Aboriginal organisations, families and community services, we deliver culturally responsive care that prioritises safety, wellbeing, and wherever appropriate, reunification with family.

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### **2024-25 highlight**

*As at 30 June 2025, 889 children were in out-of-home care including 100 in kinship care, 288 in foster care, 420 in Purchased Home-based Care, 38 in Intensive Therapeutic Residential Care, 22 in boarding school and 21 in other living arrangements.*

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## NT Wide Services

NT Wide Services is the front door of the department, receiving and assessing mandatory reports of child harm, acting as the conduit to interstate counterparts, assessing adoption applications and managing and matching placements for children in out-of-home care.

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### **2024-25 highlight**

*NT Wide Services processed 23,668 child protection notifications and coordinated safe placements for children across the Territory.*

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## Practice Development

Practice Development Directorate builds capability and consistency across the child protection workforce. The team delivers supervision, mentoring and professional development, and oversees reviews that strengthen the quality of practice. The team also provides specialist support for children living with a disability and manages the Medical and Allied Health Specialist Services panel, ensuring children in care have access to the services they need.

The Professional Development and Training team leads induction and ongoing learning for child protection staff, strengthening workforce capability and ensuring practice stays aligned with policy changes and emerging needs. They also provide agency-wide training and development, supporting all areas within the department.

By supporting staff in their professional growth, we ensure our workforce is equipped to deliver safe, culturally informed and effective services for children and families.

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### **2024-25 highlight**

*We embedded monthly group supervision for leaders, streamlined after-care support, and managed more than 500 specialist health referrals for children.*

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## Portfolio outputs

### Families Programs

We work to strengthen the capacity of individuals, families and communities to improve and protect their wellbeing. We invest in early intervention and support services, so families receive help when they need it, preventing escalation into the child protection system.

Achieving success requires collective effort. We work with Aboriginal organisations, specialist services and community stakeholders to deliver programs that meet the needs of children and families in their communities. Across the Territory, 15 providers deliver family support services in 39 locations, ensuring families can access culturally safe, responsive assistance close to home.

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#### **2024-25 highlight**

*We expanded Child and Family Centre eligibility from families with children aged 0–5 years, to families with children up to 9 years of age.*

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### Domestic, Family and Sexual Violence Prevention

We work to prevent and respond to domestic, family and sexual violence (DFSV) across the Territory. Our focus is on early intervention, culturally safe support and coordinated responses.

Through partnerships with Aboriginal organisations, specialist services and community stakeholders, we support victim-survivors and hold perpetrators accountable. We invest in programs that provide crisis intervention, counselling and long-term healing.

Our work is guided by the Northern Territory Government's DFSV Action Plans, which prioritise prevention, workforce capability and integrated service delivery. We take a trauma-informed, culturally respectful approach that empowers families and communities to build resilience and safety. By strengthening collaboration across government and the community sector, we aim to reduce violence and support victim-survivors to rebuild their lives.

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#### **2024-25 highlight**

*We invested additional funding in frontline services and co-designed a new funding model to underpin the government's record, ongoing and sustainable investment in DFSV.*

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## Homelessness

We work to prevent and reduce homelessness across the Territory. We partner with Aboriginal organisations, community groups, and government agencies to provide culturally safe and dignified support to people experiencing, or at risk of homelessness.

Guided by the Northern Territory Homelessness Strategy 2025–2030, we focus on early intervention, strengthening the service system and delivering place-based responses tailored to community needs.

The strategy is supported by ongoing funding through the National Agreement on Social Housing and Homelessness, ensuring sustainable service delivery. By collaborating with stakeholders and centering Aboriginal voices, we improve housing stability and wellbeing for thousands of Territorians, particularly Aboriginal people, who represent the majority of those experiencing homelessness. This approach strengthens the homelessness system and supports long-term, positive outcomes for individuals and families.

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### 2024-25 highlight

*We finalised the Northern Territory Homelessness Strategy 2025–2030, embedding the voices of lived experience throughout its development and the final document, and worked with services to prepare for its implementation.*

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## Emergency Management

We lead the Welfare Functional Group under the [Territory Emergency Plan](#). We coordinate immediate essential needs for people impacted by disasters and administer Disaster Recovery Payments to eligible people. These payments, jointly funded by the Australian and Northern Territory Governments, provide short-term assistance after an event.

The group includes government agencies, non-government organisations and Aboriginal organisations. Members are based in each region, to ensure that local knowledge informs response and recovery. Key partners include the Australian Red Cross, Save the Children, Council of Churches, St Vincent de Paul, Foodbank, 54 Reasons and the Salvation Army.

The workforce trains year-round in disaster response and recovery. This training is supported by a 5-year Australian Red Cross grant that funds evacuation centre management, psychological first aid, and volunteer coordination, ensuring programs remain responsive.

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### 2024-25 highlight

*We maintained readiness, with Welfare Functional Group members completing training and exercises to prepare for a high-risk weather season. Despite the high-risk forecast, there were no activations in 2024-25.*

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## Regional Overview

### Barkly

The Barkly Region covers around 322,700 km<sup>2</sup> in the central desert and is home to approximately 7,400 residents. Tennant Creek is our regional hub, with services extending to Elliott, 7 community living areas, 13 communities and 74 outstations.

Our main office is in Tennant Creek, with a second office in Elliott, and Family Support Services based in Ali Curung and Arlparra. From these locations, our teams deliver services across a vast footprint, drawing on strong local knowledge, close collaboration with community partners and flexible approaches to ensure timely, culturally responsive support. We fund 3 women's safe houses in Tennant Creek, Elliot and Ali Curung to deliver vital DFSV services and support.

### Big Rivers

The Big Rivers Region is the second largest region, covering almost 25% of the Territory's land mass—about 350,000 km<sup>2</sup>. It stretches from the Western Australia border in the west to the Gulf of Carpentaria in the east, is bound to the north by the Top End region near the Daly and Roper River areas and extends more than 500 km south. Katherine is the regional hub, with more than 20 remote communities across the region.

Services are delivered from Wugularr (Beswick), Ngukurr, Borroloola, Yarralin, Kalkarindji and Lajamanu. We operate 5 women's safe houses - in Beswick, Lajamanu, Kalkarindji, Ngukurr and Yarralin, and 4 Remote Family Support Services, which also support neighbouring communities. We fund a further 2 women's safe houses in Borroloola and Katherine. These services provide safety, practical support and education about the impacts of DFSV on women, children and the wider community.

### Central Australia

Central Australia is the largest region, spanning around 600,000 km<sup>2</sup>. Alice Springs is the regional centre, home to about 40,000 people. Communities are often separated by hundreds of kilometres of unsealed roads, requiring flexible service models and strong partnerships.

We deliver services from Alice Springs - including its 16 town camps - and 27 remote communities. Four integrated hub offices in Ti Tree, Papunya, Yuendumu and Ntaria (Hermannsburg) support service delivery across child protection, family support and community engagement. We also operate 3 women's safe houses in Ti Tree, Yuendumu and Ntaria, and fund an additional women's safe house in Alice Springs, providing vital DFSV support.

## East Arnhem and Top End

The East Arnhem and Top End regions deliver services to some of the most remote parts of the Territory.

The Top End Region covers the Tiwi Islands, West Daly and West Arnhem including Jabiru and rural surrounds, with a population of around 17,900 people. Services are delivered from regional offices to ensure culturally safe and accessible support for communities often isolated during the wet season.

East Arnhem spans approximately 33,310 km<sup>2</sup> and is home to around 10,000 people, with most living in remote Aboriginal communities, islands and homelands. Many of these locations are accessible only by air or sea for part of the year.

Both regions operate women's safe houses, providing essential DFSV support. In East Arnhem we operate 3 women's safe houses in Angurugu, Maningrida and Ramingining and fund a further 2 women's safe houses in Nhulunbuy and Galiwinku. In the Top End we operate one women's safe house in Wurrumiyanga and fund a further 4 in Gunbalanya, Nauiyu, Milikapiti and Wadeye. Staff work closely with local leaders and organisations to deliver culturally responsive services, adapting to seasonal and logistical challenges to ensure support remains accessible, coordinated and effective.

## Greater Darwin

The Greater Darwin Region footprint reflects the Darwin, Palmerston and Litchfield Council areas. Although the smallest region in size at around 3,200 km<sup>2</sup>, it is home to around 150,000 people from diverse cultural backgrounds, making it the largest urban centre in the Territory.

Services are coordinated from offices in Casuarina, Berrimah and Palmerston, ensuring accessible, localised support.

The Greater Darwin Region relies on strong connections with patrons across the Northern Territory given that the majority of our client base has connections to regional and remote areas. Strong local partnerships support collaborative and cohesive responses to all clients. We fund 5 women's safe houses in Darwin and Palmerston.

## Aboriginal Cultural Security

In 2024–25, we continued to embed the Aboriginal Cultural Security Framework across all areas of our work. The framework affirms our commitment to culturally safe services that respect the rights, values and expectations of Aboriginal people, and create spaces where Aboriginal Territorians can make decisions without fear of judgement or discrimination.

A major development this year was the establishment of the Aboriginal Cultural Security Leadership Committee. This renewed governance body elevates Aboriginal voices and cultural authority across the department, replacing the former advisory model with a Territory-wide leadership structure that informs policy, practice and service delivery at the highest levels.

The model strengthens accountability by embedding cultural leadership into decision-making, including direct input to the Chief Executive Officer and Executive Leadership Board. New roles - such as the Director Culturally Secure Practice and the Director Transforming Aboriginal Outcomes - were created to support regional teams and drive alignment with strategic priorities.

The Committee also leads the annual Aboriginal Employee Forum, with leaders appointed and members selected through an expression of interest process to ensure strong and diverse regional representation.

These changes demonstrate our commitment to long-term, meaningful reform. By placing Aboriginal leadership, knowledge and experience at the centre of our systems, and working alongside our staff, we are building a culturally secure department where Aboriginal people feel included, respected and empowered.

# Strategic Plan 2025 - 2029

## VISION

A safe and thriving Territory where children and adults experiencing vulnerability are supported, families are responsible, and communities are strong.

## PURPOSE

Together with our partners, provide culturally safe services that empower individuals experiencing vulnerability to increase safety and wellbeing for themselves, their children, and their community.

## VALUES

ACCOUNTABLE

COLLABORATIVE

ETHICAL

RESPECTFUL

## OUTCOMES



Our service system is culturally safe, integrated, effective, person-centred, and sustainable



Children and young people live in safe environments

Reduce crime



Territorians experiencing or at risk of homelessness have access to appropriate support, accommodation, and housing

Rebuild the economy



Territorians are safe from abuse and violence

Restore our lifestyle



The essential needs of Territorians impacted by a disaster are met

### PRIORITY: INNOVATE FOR CHANGE

#### Community development and job creation

- Strengthen local services through model reviews.
- Partner with government, industry and community to create local jobs.
- Build place-based partnerships to drive local priorities and economic growth.

#### Strategically commission services

- Align funding with local needs, national goals and evidence.
- Improve accountability for shared outcomes across sectors.
- Strengthen governance and data access for informed decision-making.
- Test industry and community-led solutions to guide future investment.

### PRIORITY: STRENGTHEN THE SYSTEM

#### Reform and strengthen our supports

- Improve quality standards and continuous improvement for all service providers.
- Increase accountability for adults who commit DFSV or harm children.
- Strengthen program evaluation to understand what works in the Territory.

#### Improve our connection with universal supports

- Work across government to ensure sustained funding, coordination and shared accountability in addressing crime.
- Update policies to support integrated services and better use of resources.

### PRIORITY: MODERNISE OUR DEPARTMENT

#### Build a contemporary and capable workforce

- Elevate and embed the Aboriginal Cultural Security Framework.
- Improve client outcomes by strengthening practice quality, use of evidence, evaluation and efficient resources.
- Attract and retain skilled staff through innovation.

#### Build a high-performance culture

- Prioritise accountability, collaboration and function integration.
- Drive performance through evidence-based policy and people-centred programs.
- Foster a high-performance culture with coaching, development, psychological safety and staff recognition.

***Performance***

# Delivering our priorities

## Priority 1: Innovate for change

We are reshaping how services are delivered by strengthening local partnerships, supporting job creation, and aligning funding with what communities need most. By commissioning services strategically and advancing community-led solutions, we deliver better outcomes, driving local economic growth, and ensuring investment decisions are evidence-based and guided by community priorities.

### 2024-25 highlights

#### In our regions

We strengthened the Youth Empowered Towards Independence (YETI) group in the Barkly Region, a multi-agency forum established in December 2023 by the Child Wellbeing and Safety Partnership Group. YETI brings together government and non-government providers supporting young people at high risk. Meeting weekly, the group shares information, coordinates support, avoids duplication, and develops joint responses to complex challenges.

In Greater Darwin, we restructured Care and Connection to create dedicated teams for short-term reunification planning and long-term care and permanency, ensuring more tailored case management for children in care.

#### Circuit Breaker Program

We launched the Circuit Breaker Program in December 2024 following successful pilots in Alice Springs and Darwin and later expanded it to Katherine and Tennant Creek. The program provides an early intervention and prevention response for young people aged 10–17 who are at risk of offending or where services are needed to prevent child protection involvement.

Specialist staff from our Family and Youth Support Teams are on the streets engaging directly with young people, providing immediate support and connecting them to case management, supervision and specialist referrals. Circuit Breaker also uses Family Responsibility Agreements to strengthen parental accountability. By intervening early, the program helps to break the cycle of offending, reduce pressure on statutory systems and keep young people connected to family and community.

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#### 2024-25 highlight

*Following the Territory-wide introduction of the Circuit Breaker Program on 12 December 2024, our regional Family and Youth Support teams have engaged families in 191 Circuit Breaker cases, developed 124 Family Responsibility Agreements, and made 99 referrals to specialist services for families engaged in an Agreement.*

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## Transforming Aboriginal Outcomes

We established the Transforming Aboriginal Outcomes team within Strategy and Programs to lead strategic reforms that improve outcomes for Aboriginal children, families and communities. The team supports implementation of the National Agreement on Closing the Gap, drives structural reform, amplifies Aboriginal voices and ensures policies and programs are culturally responsive and effective.

### Child and Family Centres

Child and Family Centres (CFCs) are welcoming, community-led hubs that bring together early childhood, family, health, and wellbeing services under one roof. They provide safe and culturally strong places where families can connect, learn, and access support in ways that suit their needs. The CFCs focus on prevention and early intervention - helping children to get the best start in life and families to feel supported and confident.

Across the Northern Territory, we support 9 Aboriginal community-controlled CFCs, investing \$5.4 million each year. These centres are run by local organisations with strong community governance, ensuring services are designed with and for local families.

In 2024–25, we began negotiations to establish new CFCs in Borroloola and Arlparra, expanding access to culturally safe, community-based support.

## Case study

### Supporting families through the Big Rivers Child and Family Centre



CFCs are community-led hubs that bring together early childhood, family, health and wellbeing services under one roof. In Katherine, the Big Rivers CFC, operated by Kalano Community Association, plays a central role in supporting families with culturally safe, coordinated services.

In 2024–25, the Big Rivers CFC worked alongside local partners to support a family of 6 through one of their most challenging periods. Following a significant loss, cultural obligations meant the family could not continue living in their home, leaving them displaced and grieving. The CFC coordinated support with Anglicare NT, St Vincent de Paul and the Salvation Army to secure emergency housing, furniture and practical assistance, and later helped the family into a permanent 3-bedroom home.

The CFC also supported the eldest child to pursue their education goals by assisting with an Abstudy application and boarding school enrolment. The child has since thrived in the new school environment, achieving stronger grades, improved attendance and greater confidence. The mother engaged in programs such as Deadly Cooking, Tuning in to Kids and self-care workshops, growing in confidence and becoming a strong advocate for her family.

The Big Rivers CFC demonstrates the impact of community-led, culturally safe hubs. By providing practical support, strengthening cultural connections and empowering families, CFCs help children get the best start in life and families feel supported and confident in their future.

## Priority 2: Strengthen the system

We are strengthening the systems that keep Territorians safe: child protection, domestic, family and sexual violence, and homelessness services. Our focus is on improving quality, accountability, and effectiveness, so that children, families and individuals can access the right supports at the right time.

By raising standards, strengthening evaluation and holding people who cause harm accountable, we are creating safer communities. We are also working across government and with community partners to better coordinate services, share responsibility, and make the best use of resources.

### 2024-25 highlights

#### Domestic, family and sexual violence (DFSV)

We delivered major infrastructure upgrades at the Angurugu Women's Safe House in East Arnhem and the Wurrumiyanga office in Top End, improving safety, accessibility, and staff capacity to support victim-survivors.

More than \$30 million was invested in DFSV services across the Territory, including an additional \$8.4 million for crisis support, safe accommodation, flexible support packages, counselling, and culturally safe programs. Training in DFSV risk identification, assessment and management was delivered to 862 workers, bringing the total number trained to 2,810.

In 2024–25, we also commenced development of a community awareness campaign on coercive control. Coercive control refers to patterns of controlling behaviour - such as isolation, monitoring, intimidation and financial abuse - that can escalate into physical violence if left unchecked. The campaign will help people recognise early warning signs in relationships, support victim-survivors to seek help sooner, and build community understanding of how controlling behaviours cause harm even before violence occurs.

#### Homelessness

We partnered with 32 non-government organisations to deliver 95 Specialist Homelessness Services across the Territory. These services provide prevention, accommodation, and tailored support for people at risk of or experiencing homelessness.

In June 2025, we launched the Northern Territory Homelessness Strategy 2025–2030 - a long-term plan developed with service providers, government partners and people with lived experience. The Strategy embeds Aboriginal voices, builds trust, and promotes equity and accountability.

We prepared the commissioning process for a record \$231 million investment in homelessness services. This work focused on designing and negotiating longer-term funding agreements to give providers greater certainty, reduce red tape and ensure resources are directed to where they are most needed. The investment, to be rolled out in 2025–26, will support crisis and transitional accommodation, tenancy support, day centres, outreach and a new Territory-wide Central Intake Service. These reforms will strengthen practical, on-the-ground support and help more Territorians move from homelessness into safety and stability.

## Child protection and family support

We strengthened stability and permanency for children across the Territory by finalising 9 Permanent Care Orders in 2024–25. These orders give children safe, long-term homes and stronger connections to family and community.

We also realigned our workforce to deliver targeted early intervention programs, including the Circuit Breaker Program. This ensures at-risk young people and families receive timely, intensive support while enabling child protection practitioners to focus on their core statutory role of keeping children safe.

In Greater Darwin, we expanded the remit of the Crossover Team, which provides intensive case management for high-risk young people in the Chief Executive Officer's care. The team supports stability, improves outcomes and delivers more individualised support for young people with complex needs.

Workforce capacity and capability grew across all regions. New Family and Youth Support teams were established Territory-wide, with Big Rivers achieving high impact through rapid recruitment of local staff who brought deep community knowledge and established trust with families.

Several Big Rivers staff also completed the Diploma of Child, Youth and Family Intervention, building specialist skills and strengthening frontline practice. Across other regions, staff capability was strengthened through reflective practice, group supervision and region-wide training events. For example, Central Australia hosted an All-Staff Development Day on trauma-informed practice, cultural security and self-care.

Support for carers also improved across the Territory. A dedicated Carer Services team was established in Central Australia, and Aboriginal Carer Services were expanded across 5 regions through Aboriginal community-controlled organisations. These initiatives strengthen standards, sustain emergency care capacity and build culturally secure placements for children.

Interagency coordination was strengthened through Child Wellbeing and Safety Partnership meetings in communities such as Yuendumu, Papunya, Ti Tree, Harts Range and Kintore, helping agencies work together on high-risk and complex cases.

Across the Territory, the Central Intake Team processed 23,668 child protection notifications, ensuring timely triage and appropriate responses.

## Territory-wide improvements

We invested \$1.34 million in Aboriginal Carer Services across 5 regions, delivered by 7 Aboriginal community-controlled organisations. These services strengthen culturally secure care and expand placement options for children who cannot live safely at home. A new Community of Practice was also established, bringing together providers to share learnings, strengthen partnerships, and improve outcomes for children and carers.

We expanded professional development across the Territory through the Professional Development and Training Team. Induction and ongoing training were delivered in line with new policy directions and best practice, building workforce capability and supporting consistent, high-quality services for children and families.

## Case Study

### Building a safer NT through RAMF training

The Risk Assessment Management Framework (RAMF) is transforming how the Northern Territory responds to DFSV. For the first time, services across sectors are united by a common, evidence-based approach to identifying, assessing, and managing DFSV risk. Using shared language, tools, and principles, the RAMF ensures victim-survivors are safer and that people who use violence are held to account.

At the heart of the RAMF is the Common Risk Assessment Tool (CRAT), a practical tool designed to prevent people falling through the cracks. By embedding the CRAT in frontline practice, services can respond consistently, quickly and collaboratively.

In July 2024, we took on coordination of RAMF training and expanded the pool of trainers from 3 to 21. Since then, more than 860 police, health, housing, counselling, courts, child protection, education and safe house workers have completed over 40 workshops across Alice Springs, Darwin, Katherine, Nhulunbuy, Tennant Creek and Wadeye. Feedback has been outstanding: 91% of participants reported feeling more confident to meet the safety needs of victim-survivors, and 99% said they would recommend the training to others.

Participants describe the training as “crucially important” for building a whole-of-system response to DFSV. The RAMF is more than a workshop - it’s a reform that connects services into a stronger, more accountable network. By reducing duplication and embedding shared practice, the RAMF is strengthening safety for families, holding people who use violence to account and helping more Territorians live free from violence.



RAMF training session

## Priority 3: Modernise our department

We are building a capable, culturally responsive workforce and a high-performance culture that puts people at the centre. By embedding the Aboriginal Cultural Security Framework, strengthening practice quality and using evidence to guide our work, we are delivering better outcomes. We are also investing in staff development, innovation and collaboration to ensure the department is modern, accountable and fit for the future.

### 2024-25 highlights

#### Workforce growth and diversity

We grew our workforce across the Territory with strong recruitment outcomes in Central Australia. In 2024-25, 50 new staff commenced in the region, including 18 Child Protection Practitioners, 6 student placements and one trainee. Eleven of these recruits identified as Aboriginal and/or Torres Strait Islander, strengthening cultural connections in service delivery. A key factor in attracting candidates was the accommodation support offered in Alice Springs, which helped draw interstate applicants to frontline roles.

In Big Rivers, we achieved 79% staffing occupancy, with 47% of positions held by Aboriginal and Torres Strait Islander peoples. This progress reflects our commitment to building a more representative workforce and delivering services in culturally secure ways.

We also partnered with a recruitment agency to expand opportunities and build capacity in regional offices and used the Northern Territory Government's Global Worker Attraction Campaign to promote child protection careers internationally. Innovative online campaigns targeted audiences in the United Kingdom, Ireland, South Africa and New Zealand to help address workforce shortages.

#### Collaboration and integration

In Tennant Creek, we strengthened coordinated support for young people by integrating the Circuit Breaker Program with Youth Empowered Towards Independence (YETI). This joined-up approach is improving outcomes by ensuring agencies share responsibility and work together.

We also hosted the first Regional Gathering for Top End and East Arnhem staff in March 2025. The event featured program presentations, a remote service delivery workshop and a SOAR (Strengths, Opportunities, Aspirations, Results) planning session, strengthening collaboration and shared learning.

#### Capability building and staff development

Professional development expanded across the Territory through strategic planning workshops, Aboriginal practice leadership, and opportunities for students and trainees. These initiatives ensure our workforce has the skills, knowledge and cultural capability to meet the needs of children and families.

## System improvement and reform

On 28 November 2024, we implemented the Northern Territory Government's new Administrative Arrangements Orders, which established the Department of Children and Families as a new department.

We realigned our workforce to the new organisational structure and put in place the systems, processes and supports needed to operate effectively. This included setting up workforce, finance, digital, communications and facilities functions to ensure the department delivers on its priorities.

We improved efficiency across NT Wide Services by updating policies and procedures and strengthening partnerships with stakeholders. This work has promoted greater consistency and improved outcomes for children and families.

We also commenced a comprehensive review of the *Care and Protection of Children Act 2007*. The review attracted 21 submissions from communities, independent officers and government agencies, reflecting strong engagement in shaping the future of child protection laws in the Territory.

## Case Study

### Building a Skilled Workforce for Children and Families



The department and Charles Darwin University (CDU) were nominated in the 2025 NT Training Awards – Industry Collaboration Award for our joint delivery of the Diploma of Child, Youth and Family Intervention.

Now in its third year, this partnership has created a tailored education-to-employment pathway for the Territory's child protection and family support workforce. By aligning the diploma with our induction program, staff gain essential skills in statutory compliance, trauma-informed care and culturally responsive practice from the outset of their careers.

The outcomes are clear: staff confidence is stronger, retention rates are improving, and young people and families are receiving more consistent, high-quality support. The diploma also creates opportunities for further study, helping Territorians build long-term careers in child and family services.

Most importantly, the program addresses critical workforce shortages by preparing practitioners who are job-ready and grounded in community-focused practice. This means more workers available to support families, better continuity of care, and stronger, safer futures for children across the Northern Territory.

Recognition through the NT Training Awards highlights the impact of this partnership - not only in building a capable workforce today, but in shaping the quality and sustainability of child and family services for the years ahead.

Image: CDU and departmental staff at the 2025 Training Awards Nominee and Sponsors event. Photo credit to George Fragopoulos and the Department of Education and Training.

## Case study

### Turning things around: Nathan's journey with the Circuit Breaker Program

The Circuit Breaker Program provides early intervention for young people at risk of offending or entering the child protection system. It combines family responsibility, case management and specialist support to keep young people connected to safe family environments and community.

In December 2024, \*Nathan was referred to Circuit Breaker in Alice Springs after concerns about antisocial behaviour, school absence, substance use, and exposure to domestic violence. At that time, he was receiving little coordinated support and was at risk of slipping further through the cracks.

The Family and Youth Services (FaYS) team began working closely with Nathan and his family, using Circuit Breaker's early intervention approach to wrap the right supports around them. Together, they set clear priorities: returning to school, applying for a birth certificate, and holding a family meeting to identify caregiver responsibilities and clarify what support the family needed.

A Family Responsibility Agreement was put in place, with clear actions to keep Nathan living with safe, identified family members. The agreement outlined expectations for his wider family network and connected the family to specialist supports, including mental health services.

Over the following months, Nathan's life began to change in tangible ways. His school attendance rose to 80%, he began receiving emotional wellbeing support, and his caregivers organised essential documents and financial arrangements with help from the FaYS team. With additional support from Tangentyere Council's employment service, Nathan also gained part-time work.

Just 6 months later, NT Police confirmed that Nathan had not been involved in any further antisocial or criminal incidents. His family reported feeling more supported, aware of available services and confident to reach out when they need help. Nathan has a stronger relationship with his family, feels safe at home and now has a supportive network encouraging him to stay on track.

Nathan's story shows how Circuit Breaker helps young people step away from risky behaviour while giving families the structure, trust and confidence to create lasting positive change.

\*Name has been changed.



Darwin Circuit Breaker team

## Case Study

### Shaping the future of homelessness services

In June 2025, we launched the Northern Territory Homelessness Strategy 2025–2030 - a major milestone in addressing the Territory's high rate of homelessness. The Strategy was developed through 18 months of collaboration with service providers, community organisations, government partners, and, most importantly, people with lived experience.

From the beginning, we placed lived experience at the centre. People shared stories of sleeping rough in town camps, moving between overcrowded houses, and searching for safe shelter for their children. Through Territory-wide surveys, consultations and regional workshops, they described the barriers they faced - difficulty navigating services, not knowing where to turn for help, and the stigma that too often comes with homelessness. Their voices shaped the Strategy's priorities, ensuring that our actions respond to real challenges rather than assumptions.

We committed to embedding these perspectives in service delivery. A new Lived Experience Advisory Group and regional Priority Action Groups now provide ongoing leadership. These groups guide service design, policy reform, and accountability. People who have experienced homelessness continue to shape decisions, monitor progress, and hold the system to account.

We are also elevating Aboriginal voices, building strong local partnerships, and driving systemic reform. Together, these commitments set a clear path for long-term improvements in housing stability, service integration and wellbeing. Above all, the Strategy reflects our belief that those who have walked the path of homelessness are best placed to guide change, ensuring we deliver services that are more responsive, compassionate and effective for individuals, families and communities across the Northern Territory.



Homelessness Strategy 2025-2030 launch

## Case Study

### Reconnecting children in care with culture

In September 2024, we partnered with Nja-Marléya Cultural Leaders and the Justice Group in Maningrida to create an opportunity for children in care to reconnect with family, culture and Country through the Lurra Festival - an annual celebration of sport, music, dance and cultural traditions.

The idea grew from an introductory meeting in August 2024 between our new Maningrida Team Leader and Nja-Marléya representatives. Traditional Owners voiced their strong wish for children in care who live in Darwin to return home more often. When the suggestion was made to bring them back for the festival, Elders responded with warmth, pride and determination to make it happen.

Working side by side, our Top End team, Darwin-based staff, families and carers joined forces with Nja-Marléya to plan the trip. Over one weekend, 12 children travelled to Maningrida to take part in the vibrant festivities. For the children, the festival was more than an event - it was a moment of belonging, a reconnection with language and Country, and a reminder of identity and strength. For the community, it was an act of cultural leadership, showing how Aboriginal voices and cultural authority guide the way we care for children.

The children returned from the festival excited and uplifted, and cultural leaders have continued to reflect upon the impact of the visit.

Following the experience, Nja-Marléya asked us to ensure more children in care from across the Territory could take part in future. Planning is already underway with the Greater Darwin Region to expand participation in the 2025 Lurra Festival, ensuring more young people experience the safety, pride and resilience that comes from standing on their own Country, embraced by family and community.



Image credit: Northern Land Council

# Outcomes and performance

We maintain the trust and confidence of government, stakeholders and the community by monitoring outcomes, reporting on performance and evaluating our work.

Our Strategic Plan 2025-29, focuses on 5 outcomes:

## Outcomes



Our service system is culturally safe, integrated, effective, person-centred and sustainable



Children and young people live in safe environments



Territorians are safe from abuse and violence



Territorians experiencing or at risk of homelessness have access to appropriate support, accommodation and housing



The essential needs of Territorians impacted by a disaster are met

## Key Performance Indicators

The table below shows the 2024-25 actuals against each of our key performance indicators (KPIs) published in the *Northern Territory 2025-26 Budget Paper No.3 Agency Budget Statements*.

New KPIs were introduced in 2024-25 to better reflect the breadth of services we provide. Each KPI aligns to one or more of our outcomes.

### Key:












2024-25 Target compared to Actual







↑ ↓ Target exceeded or Target met

↑ ↓ Under/over target (non-material variance)

↑ ↓ Target not met

\* new KPI 2024-25 actual is provided as baseline data.

Budget Paper KPIs	2024-25 Target	2024-25 Actual	2025-26 Target
 Family Support cases opened <sup>1</sup>	new	414*	400
Including Strengthening Families <sup>2</sup>	350	259↓	N/A
 Child and Family Centres (total)	9	8↓ <sup>3</sup>	9
 Child Protection Investigations commenced	≤5 000	5,596↑ <sup>4</sup>	≤5 000
 Children entering out-of-home care	≤135	180↑ <sup>5</sup>	≤150
 Aboriginal children in out-of-home care placed with an Aboriginal carer	≥35%	25%↓ <sup>6</sup>	≥35%
 Children exiting out-of-home care	≥180	198↑	≥180
  Domestic and family violence workers completing Risk Assessment Management Framework training	530	862↑	530
  Circuit Breaker cases commenced <sup>1</sup>	new	191*	200
 Eligible referrals to domestic and family violence behaviour change programs <sup>1</sup>	new	180*	170

Budget Paper KPIs		2024-25 Target	2024-25 Actual	2025-26 Target
	Clients supported to develop domestic, family and sexual violence safety plans <sup>1</sup>	new	3,309*	≥3 500
	Bed nights clients stayed at a women's safe house <sup>1</sup>	new	38,398*	≥35 000
	Homelessness service presentations where clients were housed at the end of their support period	≥19%	7%* <sup>7</sup>	≥10%
	Homelessness service presentations where a client at risk of homelessness received assistance and avoided homelessness <sup>1</sup>	new	94%*	≥85%
	Domestic, family and sexual violence short-term transitional accommodation presentations where clients were housed at the end of their support period <sup>1</sup>	new	534*	300
	Welfare group meetings held	24	24 =	24

**Notes:**

<sup>1</sup> New measure commencing 1 July 2025.

<sup>2</sup> In 2025-26, the total Strengthening Families cases will be included in the Family Support Cases Commences measure, introduced from 1 July 2025, to provide a more wholistic indicator of all family support activities supported by the department.

<sup>3</sup> The establishment of Children and Families Centres is subject to timing of community led development, leasing negotiations and community and industry consultation.

<sup>4</sup> The variation in 2024-25 is due to an increased number of child protection notifications.

<sup>5</sup> The variation in 2024-25 reflects an increased number of Child Protection Investigations. The increase in the 2025-26 target is based on 2024-25 performance.

<sup>6</sup> The 2024-25 target was not met is due to decrease in family and significant other and foster care placements and a higher-than-expected non-disclosure or reporting of Aboriginal status recorded in the carer's demographic profile.

<sup>7</sup> The 2024-25 target was based on previous years actuals; the variance relates to a change in reporting process by service providers. The decrease in the 2025-26 target reflects new contract arrangements with service providers commencing 1 July 2025. Performance of this target is subject to external market factors and housing supply.

# Governance and compliance

## Our Minister

**The Hon Robyn Cahill OAM**

Minister for Children and Families

Minister for Child Protection

Minister for Prevention of Domestic Violence

## Ministerially appointed bodies

Northern Territory Aboriginal Advisory Board on Domestic, Family and Sexual Violence

## Governance committees

### Senior Executive Group

**Chair:** Chief Executive Officer

**Purpose:** provides an operational forum for senior executives to deliver timely and cohesive responses to emerging issues.

### Executive Leadership Board

**Chair:** Chief Executive Officer

**Purpose:** assists the Chief Executive Officer to define and deliver strategic and operational priorities, set policy direction, and monitor and assess performance.

### Finance and Infrastructure Committee

**Chair:** Chief Executive Officer

**Purpose:** ensures effective allocation and management of resources to achieve service delivery outcomes with a balanced budget and oversees Department of Logistics and Infrastructure delivery of the infrastructure program.

### Workforce Committee

**Chair:** Deputy Chief Executive Officer, Strategy, Programs and Enabling Services

**Purpose:** monitors and oversees strategic workforce planning and management.

### Emergency Management Committee

**Chair:** General Manager, Strategy and Programs

**Purpose:** fulfils agency obligations as Welfare Group Leader and as a contributor to regional emergency response under the *Emergency Management Act NT 2013*, and the Territory, regional and local emergency plans.

### Workplace Work Health and Safety (WHS) committees

**Chair:** Management representative for each workplace WHS committee

**Purpose:** facilitates consultation and cooperation on WHS matters between the Executive Leadership Board and staff, including identifying local WHS risks and implementing department wide WHS policies and practices.

### Aboriginal Cultural Security Leadership Committee

**Chair:** Nominated annually – 2025 Chair: Director Child and Family Centres

**Purpose:** provides leadership across Aboriginal Cultural Security Framework to the Chief Executive Officer and the department.

## Risk and Audit Committee

**Chair:** External member

**Purpose:** provides assurance that internal controls effectively manage the department's risk, compliance and governance frameworks, and advises on the level of acceptable risk exposure.

## Strategy, Programs and Partnerships Committee

**Chair:** Chief Executive Officer

**Purpose:** leads the department's long-term strategic direction, ensuring alignment with its mission and goals, and coordinates development, delivery and evaluation of key programs and initiatives.

## Practice Development Steering Committee

**Chair:** Deputy Chief Executive Officer, Regional Services

**Purpose:** oversees implementation of practice frameworks in frontline service delivery.

## Shared Services Steering Committee

**Chair:** Deputy Chief Executive Officer, Strategy, Programs and Enabling Services

**Purpose:** monitors and oversees the management and maintenance of the Shared Services agreement between the department and the Department of People, Sport and Culture.

## Employee Consultative Committee

**Chair:** Deputy Chief Executive Officer, Strategy, Programs and Enabling Services

**Purpose:** facilitates discussion on workplace matters affecting staff and service delivery.

## Out-of-home care Steering Committee

**Chair:** Deputy Chief Executive Officer, Regional Services

**Purpose:** drives strategic priorities and service improvements in out-of-home care.

## Information Management Sub-Committee

**Chair:** General Manager, Corporate and Shared Services

**Purpose:** guides digital strategy, systems and data governance to support informed decision-making.

## Our legislation

We are responsible for administering the following Acts (or parts of acts) and their associated Regulations, as provided in the *Administrative Arrangements Order (No. 2) 2024*.

### Legislation

*Adoption of Children Act 1994*

*Care and Protection of Children Act 2007 (except Part 3.3)*

*Domestic and Family Violence Act 2007 (Part 5A)*

*Guardianship of Infants Act 1972*

### Legislative reform

In 2024–25, we advanced key legislative reforms to strengthen protections for children and deliver on the Northern Territory Government's election commitments.

We commenced a comprehensive review of the *Care and Protection of Children Act 2007*. The review invited input from communities, independent officers, service providers and government agencies, and received 21 submissions. The review is examining how the legislation can better protect children, promote family wellbeing, and reduce the need for statutory intervention, while ensuring the system is responsive and accountable.

## Access to information

We assisted members of the public and other organisations to access government and personal information. This includes managing formal applications received under the freedom of information (FOI) provisions of the *Information Act 2002*.

In 2024-25, we processed 304 FOI applications and complied with 208 warrants and court orders for the production of material.

Request	Received	Completed
FOI requests	325	304
<i>Family Law Act 1975</i> section 67ZBE requests	92	89
<i>Family Law Act 1975</i> section 67ZBD requests	32	31
Subpoena (including interstate subpoenas)	18	18
Summons	11	10
Coroner's warrant	25	23
Police warrant	37	37

\*The department has previously reported on the number of requests made under section 69ZW of the *Family Law Act 1975* (Commonwealth) (FLA). The FLA has since been amended, with the department now providing records to the Court pursuant to sections 67ZBD and 67ZBE.

## Our workforce

At the end of 2024–25, our workforce comprised 567.34 full-time equivalent (FTE) staff. We created new roles during the year to support delivery of our strategic priorities and the establishment of the department. These included positions to strengthen contract and grant management, expand FaYS and embed the Aboriginal Cultural Security Framework and Leadership.

Senior officer positions made up 14.94% of our workforce. Aboriginal staff represented 25%, exceeding the Northern Territory Public Sector target of 16%. Culturally and linguistically diverse (CALD) staff represented 34% of our workforce, and a further 3% of staff identified as people living with a disability.

Classification group	FY 2024-25
Administrative	272.21
Executive Contract Officer	13.00
Graduate	3.00
NTPS Traineeship	1.00
Professional	185.33
Senior Administrative	49.83
Senior Professional	42.97
<b>Total</b>	<b>567.34</b>

Classification group	FTE
Administrative Officer 2	4.70
Administrative Officer 3	36.32
Administrative Officer 4	83.59
Administrative Officer 5	31.18
Administrative Officer 6	64.84
Administrative Officer 7	51.58
Executive Officer 1 - Executive Contract	2.00
Executive Officer 2 - Executive Contract	9.00
Executive Officer 3 - Executive Contract	2.00
Executive Officer 4 - Executive Contract	2.00
Executive Officer 6 - Executive Contract	1.00
Graduate Trainees	3.00
NTPS Traineeship (Australian Qualifications Framework Level A)	1.00
Professional 1	68.42
Professional 2	56.63
Professional 3	60.28
Senior Administrative Officer 1	28.35
Senior Administrative Officer 2	19.48
Senior Professional Officer 1	29.12
Senior Professional Officer 2	12.85
<b>Total</b>	<b>567.34</b>

## Training and development

Building the skills of our people is vital to the success of our department and the communities we serve.

Our Professional Development and Training unit plans, designs, delivers, evaluates and brokers training to grow a highly skilled, well-prepared workforce. Given the complex issues our operational staff manage every day, ongoing training is essential to strengthen their skills and knowledge, and to support the clients they work with.

We focus on retaining staff and growing our own workforce. By investing in professional development, we strengthen our regional and remote workforce, support career pathways into frontline roles, and build an agile human and community services workforce.

### 2024-25 highlights

In 2024–25 we:

- delivered 5 Care and Protection Induction Programs (over 69 days of training) for new recruits in frontline child protection roles
- delivered 5 Family and Youth Support Officer Inductions (24 days of training) for new Circuit Breaker staff
- supported 16 staff to participate in the Diploma of Child, Youth and Family Intervention and 7 staff to participate in the Graduate Certificate in Safe Communities (Child Protection). These centrally funded qualifications provide an alternative pathway for staff to move from administrative to frontline roles.

We also brokered specialist training with external providers, including:

- 35 staff who undertook Motivational Interviewing training, building skills to guide positive behaviour change
- 49 staff who participated in Safe and Together training, strengthening DFSV informed practice
- 61 staff who attended Maybo Australia training in conflict management and physical intervention.

### Financial literacy program

Alongside our core induction and professional development activities, we also invest in building financial capability through our dedicated Financial Literacy Program.

We deliver the training package through a single provider who understands our business and processes. The program is designed as a pathway that builds and extends the financial capability of staff across both the department and the Department of People, Sport and Culture.

Each module is interactive and tailored to the department's financial management, procurement and grant contract management environment. This ensures the content is practical and directly applicable to our work.

In 2024–25, 276 staff completed modules in the Financial Literacy Program:

- Corporate Delegations – 85
- Financial Management – 86
- Procurement and Contract Management Fundamentals – 71
- Procurement Advanced – 18
- Contract Management Advanced – 16.

## Risk and audit

Our Risk and Audit function coordinates and oversees our approach to risk management, governance, and internal and external audits.

In 2024–25, we applied existing policies and risk assessments to guide the establishment of our new department, including the creation of organisational structures and governance arrangements.

### Risk and Audit Committee

The Risk and Audit Committee monitors our key risk and audit activities. Its responsibilities include:

- monitoring the management of key strategic risks
- overseeing implementation of the 2024–25 Internal Audit Plan and external audit activities
- monitoring implementation of recommendations from internal and external audits
- reporting on matters relating to audits, conflicts of interest, and gifts and benefits.

The Committee will continue to strengthen reporting and monitoring as the department matures.

### Audits and Reviews

Independent audits and reviews ensure our structures, systems and controls remain appropriate and effective. They provide recommendations for improvement, helping us strengthen performance and deliver better outcomes. In 2024–25 these included:

Type	Title	Description	At 30 June 2025
External audit	Agency Control Audit 2024-25	Assessed adequacy of department systems and processes for compliance against the <i>Financial Management Act 1995</i> , Treasurer's Directions, <i>Procurement Act 1995</i> and other whole-of-government policies.	In progress
Internal audit	Complaints Management System Audit	Assessed the management frameworks and processes for complaints.	Completed
Internal audit	Value for Territory	Assessed compliance with the Northern Territory Government's Procurement Rules, Governance Policy and Buy Local Plan.	In progress
Internal audit	Employee Qualifications Audit	Reviewed employee qualifications from recruitment actions.	In progress

## Work health and safety

We strengthened our commitment to providing a safe and healthy work environment in 2024-25 by further developing and implementing our work health and safety (WHS) management system and service delivery model. The model focuses on 4 key areas: education, prevention, response and recovery.

Our WHS team ran engagement sessions across workplaces to better understand day-to-day activities and risks. These sessions also raised awareness and encouraged reporting, supporting a proactive WHS culture.

### Hazard, incident and injury reporting

In 2024-25, we worked with internal and external stakeholders to improve hazard identification and reporting processes. These improvements strengthened our reporting culture and helped us act quickly to address risks.

A total of 118 work-related hazards and incidents were reported:

- 12 hazard reports
- 57 incident reports that did not result in injury
- 49 incident reports that resulted in injury<sup>1</sup>.

Two of these incidents met the definition of a dangerous incident under the *Work Health and Safety (National Uniform Legislation) Act 2011*.

- falling objects
- contact with electricity.

In both cases, a notification was provided to NT WorkSafe.

<sup>1</sup>Data Source: Northern Territory Government, Figtree WHS Reporting system. Data current as at 6 August 2025.

## Compliance with the *Public Sector Employment and Management Act 1993*

Employment Instruction	Performance 2024–25
<b>Number 1</b> <b>Filling vacancies</b>	We mandate recruitment and selection training for all panel members filling vacancies. In 2024-25, 39 staff completed Merit Selection training.
<b>Number 2</b> <b>Probation</b>	We adhere to the Northern Territory Public Sector mandated 6-month probation period. Of the 46 commencements in 2024-25, nil were terminated and 2 staff separated while on probation due to resignation.
<b>Number 3</b> <b>Natural justice</b>	We embed the principles of natural justice in relevant policies, trainings, performance management discussions and resources.
<b>Number 4</b> <b>Employee performance management and development systems</b>	We used myPerformance for career planning, with information and templates available to staff on the intranet. As at 30 June 2025, 10% of staff had a myPerformance plan. Noting the department was newly created in 2024 and myPerformance plans are currently under development (due end September 2025).
<b>Number 5</b> <b>Medical examinations</b>	We engage qualified health practitioners as needed. In 2024-25, one employee undertook a medical examination or assessment for fitness for duty related to inability.
<b>Number 6</b> <b>Employee performance and inability</b>	We support staff to attend performance management training. In 2024-25, performance and inability processes were managed for 2 employees.
<b>Number 8</b> <b>Internal department complaints and Section 59 grievance reviews</b>	Our employee internal complaints policy and guidelines are available to staff on the intranet. In 2024-25: <ul style="list-style-type: none"> <li>• 4 complaint matters were lodged for internal review</li> <li>• 3 were closed (finalised).</li> </ul>
<b>Number 9</b> <b>Employment records</b>	We maintain employment records in accordance with legislative requirements.
<b>Number 10</b> <b>Equality of employment opportunity programs</b>	Cross-cultural awareness forms a part of all our induction programs, from our corporate induction to role-specific induction courses. Our Aboriginal Cultural Security Framework is embedded in our Strategic Plan, which includes targets for Aboriginal employment. We encourage active participation of staff at events including NAIDOC Week, International Women's Day and International Day of People with Disability.
<b>Number 11</b> <b>Occupational health and safety standards program</b>	WHS Management System has policies, guidelines, templates and resources available to staff on the intranet. It is designed to support staff wellbeing and safe workplaces by focusing on employee consultation and hazard risk and response management. The WHS team promotes and supports facilitation and training for fire wardens, first aid officers, workplace WHS committees and undertakes worker engagement sessions.

Employment Instruction	Performance 2024-25
<b>Number 12</b> <b>Code of conduct</b>	We embed these principles through staff induction, training, performance management discussions and resources. In 2024-25, 23 staff completed Code of Conduct training.
<b>Number 13</b> <b>Appropriate workplace behaviour</b>	Our policy is available to staff on the intranet, with behaviours are fostered through training and induction, meetings and promoting Northern Territory Public Sector values. In 2024-25, 38 staff completed OneNTG's Appropriate Workplace Behaviours training.
<b>Number 14</b> <b>Redeployment and redundancy procedures</b>	Information is available to staff on the intranet.
<b>Number 15</b> <b>Special measures</b>	We applied Special Measures to 99.45% of our positions to support the growth of our Aboriginal workforce. In 2024-25, 17.58% of vacancies were filled by Aboriginal or Torres Strait Islander applicants under Special Measures.

## Complaints

We value accountability and accessibility, and we welcome community feedback to support continuous improvement.

In 2024-25, we received 168 complaints.

Description	2024-25
Child protection complaints	149
Other complaints - includes housing, youth justice, procurement and pensioner concessions	19
<b>Total</b>	<b>168</b>

## Children's Commissioner

We maintain a collaborative and solutions focused relationship with the Northern Territory Children's Commissioner.

In 2024-25, the Commissioner:

- issued 37 Notices to Access
- referred 8 complaints to the department.

These actions form part of the Commissioner's role in monitoring our child protection work.

## Responding to climate change

Under the Northern Territory Government's *Climate Change Response: Towards 2050*, we are embedding sustainable practices in the way we deliver services to children, young people, families and communities.

Our role is not one of large-scale emissions reduction, however we can contribute meaningfully by reducing our own footprint, leading by example and supporting the Territory's broader goals.

### Emissions reduction

We are taking practical steps to lower emissions in our operations. Our fleet now includes 9 electric vehicles (EVs) out of 119, reducing fuel consumption and tailpipe emissions. As charging infrastructure grows and operational needs allow, we will expand the use of EVs across the Territory.

We also encourage digital-first processes to reduce paper and energy use, while supporting client privacy. Where printing is necessary, devices default to black and white to reduce power and ink use.

### Energy efficiency

We are embedding sustainability into the everyday running of our workplaces. Energy efficiency measures include sensor lighting, air-conditioning timers and fit-for-purpose building design. These actions reduce unnecessary energy use and make our workplaces more resilient to rising energy costs and climate pressures.

We are also exploring coordinated travel - such as joint staff visits to remote regions - to reduce duplication of flights and vehicle trips.

### Travel and carbon footprint

Sustainability initiatives help us operate more efficiently, freeing resources for frontline services. By transitioning our fleet, reducing waste and improving energy efficiency, we are positioning the department to take advantage of government-wide low-carbon initiatives such as green procurement.

We continue to explore opportunities to support staff to choose sustainable transport options, including cycling facilities or end-of-trip amenities in our offices.

### Engaging the workforce

We encourage staff to contribute ideas for more sustainable practices, from reducing waste in offices to planning more efficient regional travel. Small actions such as turning off lights, reducing printing and carpooling add up.

By embedding sustainability into our culture, we are not only meeting government expectations but also modelling behaviours that align with a safer, cleaner future for all Territorians.

# *Financial statements*

# Department of Children and Families Financial Statements

Financial statement overview

For the year ended 30 June 2025.

## Agency overview

The Department of Children and Families was established on 10 September 2024 under the *Administrative Arrangements Order 2024*. We are a Northern Territory Government human services department delivering safe, responsive and culturally informed programs that support the wellbeing of children, young people and families.

We lead the government's responses to child protection, out-of-home care, homelessness and DFSV. We also provide family and parenting support and play a key role in emergency management. By working in partnership with families, communities and service providers, we deliver prevention, early intervention and crisis response services that increase safety and wellbeing for individuals, families and communities across the Territory.

Our services focus on:

- child protection and out-of-home care
- homelessness support
- family and parenting support
- prevention of DFSV.

The department's output groups are:

- Families
- DFSV
- Homelessness
- Emergency Management
- Corporate and Shared Services.

These outputs ensure we remain accountable for delivering safe and effective services, while also building safe, strong and connected communities where Territorians are supported, valued and can thrive.

The department's financial performance for the year and its financial position as at 30 June 2025 are presented in the following financial statements:

- Comprehensive Operating Statement
- Balance Sheet
- Statement of Changes in Equity
- Cash Flow Statement
- Accompanying Notes.

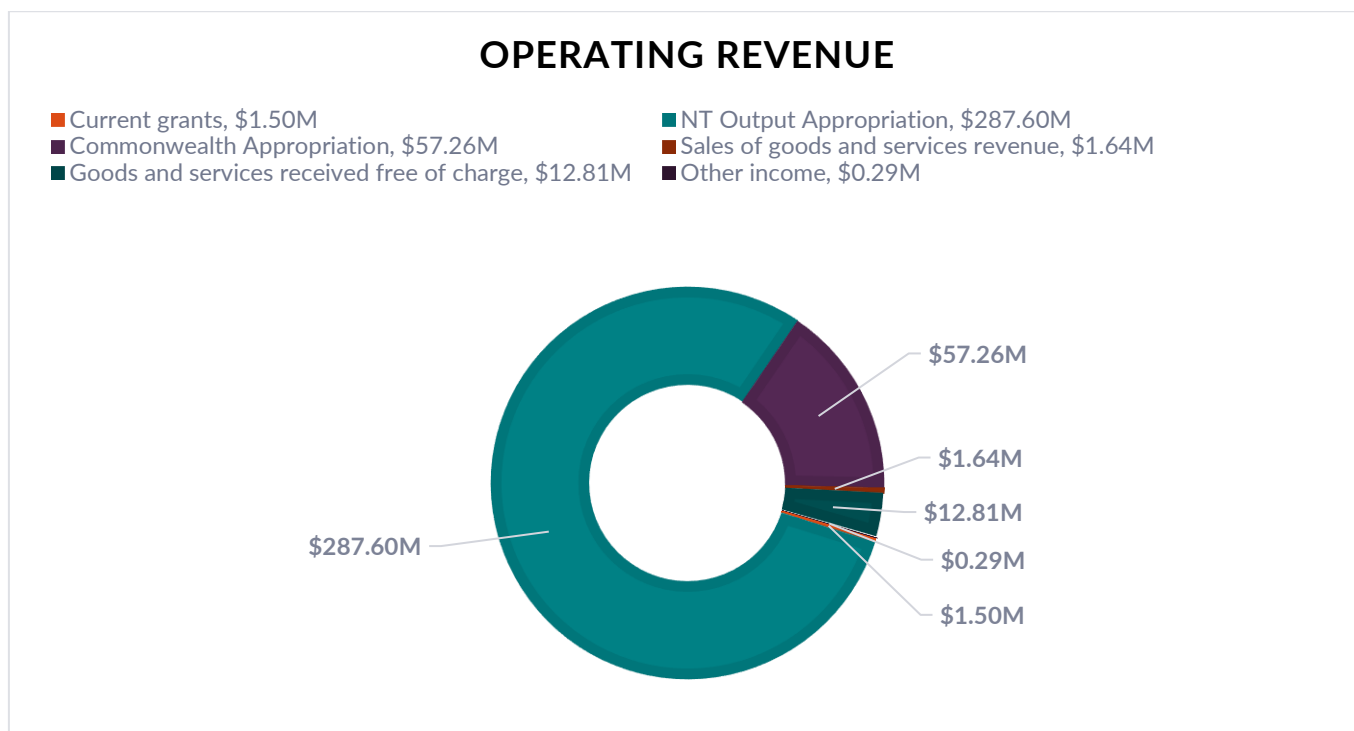
Accompany Note 3 of the financial statements outlines the Comprehensive Operating Statement by output group.

## Financial performance

In 2024–25, the department reported a net loss of \$7.66 million and, after adjusting for non-cash asset expense items of \$4.66 million, the department made a cash loss of \$3 million. As this is the department's first year of operation, no comparative information is available.

## Operating Revenue

In 2024 -25, operating revenue for the financial year was \$361.09 million. The department is dependent on government appropriations, with the Northern Territory Government contributing \$287.60 million and the Commonwealth \$57.26 million. Other revenue sources include providing a shared service to another Northern Territory Government department.



## Operating Expenses

The department's operating expenses were \$368.75 million. The payment of grants and subsidies contributed to \$154.92 million or 42.01% of total operating expenses. These were largely grants paid for Homelessness \$66.1 million and DFSV \$27.12 million

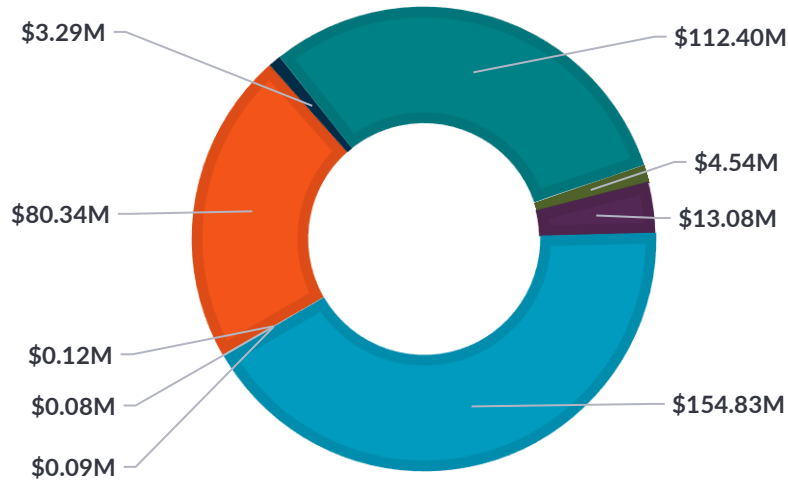
Purchase of goods and services expenditure was \$112.4 million or 30.48% and employee expense was \$80.34 million or 21.79% of total operating expenses.

Other cash related operational expenses were in relation to property management of \$3.29 million, including water, sewerage, rates and lease charges, and interest expense for finance leases of \$0.08 million.

Non-cash asset expenses were \$4.54 million for depreciation and amortisation, \$0.12 million for asset disposal, and \$13.08 million in other administrative expenses. Of this \$13.08 million, \$12.81 million related to services received free of charge from the Department of Logistics and Infrastructure (DLI) and the Department of Corporate and Digital Development (DCDD), while the remaining \$0.27 million related to cash-based items for doubtful debt and write-offs expense.

## OPERATING EXPENSE

Employee expenses, \$80.34M	Property management, \$3.29M
Purchases of goods and services, \$112.40M	Depreciation and amortisation, \$4.54M
Other administrative expenses, \$13.08M	Current Grants, \$154.83M
Capital Grants, \$0.09M	Interest expense, \$0.08M
Loss on disposal of asset, \$0.12M	



## Balance Sheet

The department held total assets of \$52.80 million as at 30 June 2025, this included:

- Current assets of \$31.29 million, which consisted of:
  - \$14.83 million in cash and deposits, reflecting the department's operating cash balance required to pay accounts and employee wages
  - \$16.46 million in receivables, reflecting money owed to the department.
- Non-current assets of \$21.51 million, comprising of:
  - \$9.82 million in buildings
  - \$1.90 million in land
  - \$5.97 million in plant and equipment
  - \$3.82 million in leased land and buildings.

The department held total liabilities of \$29.83 million as at 30 June 2025, this included:

- \$14.64 million in creditors and accruals, reflecting the department's accrued salaries and accounts payable balance
- \$9.66 million in provisions, which included employee entitlements including annual leave, leave loading and recreation leave fares
- \$3.84 million in lease liabilities for the department's leased land and building assets
- \$1.69 million in other liabilities, which included unearned revenue (cash in advance of services).

## 1. Certification of the financial statements

We certify that the attached financial statements for the Department of Children and Families have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* and Treasurer's Directions.

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2025 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



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Raelene Burke  
Acting Chief Executive Officer  
29 August 2025



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Cynthia Loganathan  
Chief Financial Officer  
29 August 2025

## 2. Comprehensive operating statement

For the year ended 30 June 2025

	Note	2025 \$000
<b>INCOME</b>		
Grants and subsidies revenue	4	
Current		1 496
Appropriation	5	
Output		287 602
Commonwealth (excluding capital appropriation)		57 260
Sales of goods and services	6	1 641
Goods and services received free of charge	7	12 805
Other income	8	289
<b>TOTAL INCOME</b>	<b>3</b>	<b>361 093</b>
<b>EXPENSES</b>		
Employee benefits expense	9	80 337
Administrative expenses		
Property management		3 286
Purchases of goods and services	10	112 396
Depreciation and amortisation	19	4 537
Other administrative expenses <sup>1</sup>		13 079
Grants and subsidies expenses		
Current	11a	154 828
Capital	11b	88
Interest expenses	12	76
Loss on disposal of assets	13	124
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>368 751</b>
<b>NET DEFICIT</b>		<b>(7 658)</b>
<b>OTHER COMPREHENSIVE INCOME</b>		<b>-</b>
<b>COMPREHENSIVE RESULT</b>		<b>(7 658)</b>

<sup>1</sup> Includes DCDD service charges and DLI repairs and maintenance service charges.

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

### 3. Balance sheet

As at 30 June 2025

	Note	2025 \$000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and deposits	15	14 830
Receivables	17	16 462
<b>Total current assets</b>		<b>31 292</b>
<b>Non-current assets</b>		
Property, plant and equipment	19	21 514
<b>Total non-current assets</b>		<b>21 514</b>
<b>TOTAL ASSETS</b>		<b>52 806</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	20	14 639
Borrowings and advances	21	2 935
Provisions	22	9 659
Other liabilities	23	1 687
<b>Total current liabilities</b>		<b>28 920</b>
<b>Non-current liabilities</b>		
Borrowings and advances	21	905
<b>Total non-current liabilities</b>		<b>905</b>
<b>TOTAL LIABILITIES</b>		<b>29 825</b>
<b>NET ASSETS</b>		<b>22 981</b>
<b>EQUITY</b>		
Capital		30 639
Accumulated funds		(7 658)
<b>TOTAL EQUITY</b>		<b>22 981</b>

*The balance sheet is to be read in conjunction with the notes to the financial statements.*

## 4. Statement of changes in Equity

For the year ended 30 June 2025

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
<b>2025</b>					
<b>Accumulated funds</b>		-	(7 658)	-	(7 658)
Transfers from reserves		-	-	-	-
			<b>(7 658)</b>	<b>-</b>	<b>(7 658)</b>
<b>Capital - transactions with owners</b>					
Equity injections					
Equity transfers in		-	-	21 429	21 429
Other equity injections		-	-	23 362	23 362
Equity withdrawals					
Capital withdrawal		-	-	(11 985)	(11 985)
Equity transfers out		-	-	(2 167)	(2 167)
		-	-	<b>30 639</b>	<b>30 639</b>
<b>Total equity at end of financial year</b>		-	<b>(7 658)</b>	<b>30 639</b>	<b>22 981</b>

*The Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements*

## 5. Cash flow statement

For the year ended 30 June 2025

	Note	2025
		\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Operating receipts</b>		
Taxes received		
Grants and subsidies received		
Current		1 496
Appropriation received		
Output		287 602
Commonwealth (excluding capital appropriation)		46 918
Receipts from sales of goods and services		10 741
<b>Total operating receipts</b>		<b>346 757</b>
<b>Operating payments</b>		
Payments to employees		(68 922)
Payments for goods and services		(116 330)
Grants and subsidies paid		-
Current		(154 828)
Capital		(88)
Interest paid		(76)
<b>Total operating payments</b>		<b>(340 244)</b>
<b>Net cash from operating activities</b>	16a	<b>6 513</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Investing payments</b>		
Purchases of non-financial assets		(85)
<b>Total investing payments</b>		<b>(85)</b>
<b>Net cash used in investing activities</b>		<b>(85)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Financing receipts</b>		
Equity injections		
Other equity injections		23 362
<b>Total financing receipts</b>		<b>23 362</b>
<b>Financing payments</b>		
Lease liabilities payments	16b	(2 975)
Equity withdrawals		(11 985)
<b>Total financing payments</b>		<b>(14 960)</b>
<b>Net cash from/ financing activities</b>		<b>8 402</b>
<b>Net increase in cash held</b>		<b>14 830</b>
Cash at beginning of financial year		-
<b>CASH AT END OF FINANCIAL YEAR</b>	15	<b>14 830</b>

The cash flow statement is to be read in conjunction with the notes to the financial statements.

# Index of notes to the financial statements

## Note

1. Objectives and funding
2. Statement of material accounting policy information
3. Comprehensive operating statement by output group

## Income

4. Grants and subsidies revenue
5. Appropriation
- 5a. Summary of changes to appropriation
6. Sales of goods and services
7. Goods and services received free of charge
8. Other income

## Expenses

9. Employee benefits expense
10. Purchases of goods and services
- 11a. Grant expense – Current grants and subsidies
- 11b. Grant expense – Capital grant
12. Interest expenses
13. Loss on disposal of assets
14. Write-offs, postponements, waivers, gifts and ex gratia payments

## Assets

15. Cash and deposits
16. Cash flow reconciliation
17. Receivables
18. Other financial assets
19. Property, plant and equipment

## Liabilities

20. Payables
21. Borrowings and advances
22. Provisions
23. Other liabilities
24. Capital commitments

## Other disclosures

25. Fair value measurement
26. Financial instruments
27. Related parties
28. Contingent liabilities and contingent assets
29. Events subsequent to balance date
30. Schedule of administered Territory items
31. Budgetary information
32. Budgetary information: Administered Territory items

# 1. Objectives and funding

The Department of Children and Families is responsible for delivering care and protection of children and young people to live in safe environments by providing targeted family support to families. The department develops policies and programs to prevent, reduce and respond to domestic, family and sexual violence (DFSV) and delivers place-based solutions to address homelessness. The Agency continues to deliver a coordinated whole of government welfare response in times of emergency to meet the immediate essential needs of families.

Additional information in relation to the Department of Children and Families and its principal activities may be found in the annual report.

The department considered primary users of these financial statements and their needs for information and quantitative thresholds to determine which accounting policy information is material and therefore must be disclosed.

The department is predominantly funded and therefore dependent on the receipt of parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summarised financial information in the form of a comprehensive operating statement by the output group. A listing of agency output groups may also be found in the annual report.

## a) Machinery of government changes

It is usual practice to include in the financial statements comparative results of the prior financial year. During the reporting period however, the department was significantly impacted by administrative restructuring as part of Machinery of Government changes initiated in September 2024. This restructuring involved wide scale transfer of functions into and out of the department. Because of these changes it was not administratively practical to have attempted to recast an opening budget covering all transferred functions.

A Machinery of Government change refers to the reallocation of certain functions and responsibilities arising from revisions to the Administrative Arrangement Order (AAO) by government or at the discretion of the relevant Ministers, Chief Executives or by Cabinet decision.

## Transfers in

<i>Details of transfer:</i>	Child Protection, Family Support, Out of Home Care, Domestic, Family and Sexual Violence, Emergency Management, Homelessness and some of Corporate and Governance transferred from the former Department of Territory Families, Housing and Communities
<i>Basis of transfer:</i>	Administrative Arrangements Order 10 September 2024
<i>Date of transfer:</i>	Effective from 1 July 2024.

The assets and liabilities transferred as a result of this change were as follows:

<b>Assets</b>	<b>\$000</b>
Cash	(129 346)
Receivables	10 380
Property, plant and equipment	14 893
	<b>(104 073)</b>
<b>Liabilities</b>	
Provisions	6 051
Lease liability	1 581
Other liabilities	642
	<b>8 274</b>
<b>Net assets</b>	<b>(112 347)</b>

## 2. Statement of material accounting policy information

### a) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the Department of Children and Families to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

1. a certification of the financial statements
2. a comprehensive operating statement
3. a balance sheet
4. a statement of changes in equity
5. a cash flow statement
6. applicable explanatory notes to the financial statements.

### Standards and interpretations effective from the 2024-25 financial year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

### Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for 2024-25 financial year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

### b) Agency and Territory items

The financial statements of Department of Children and Families include income, expenses, assets, liabilities and equity over which the Department of Children and Families has control (agency items) and is able to utilise to further its own objectives. Certain items, while managed by the agency, are administered and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

## Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the government's ownership interest in government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the government and managed by agencies on behalf of the government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as Goods and Services Tax (GST) revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 30 – Schedule of administered Territory items.

### c) Presentation and rounding of amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

### d) Contributions by and distributions to government

The agency may receive contributions from government where the government is acting as owner of the agency. Conversely, the agency may make distributions to government. In accordance with the *Financial Management Act 1995* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

### 3. Comprehensive operating statement by output group

2025		Families	Domestic, Family and Sexual Violence	Homelessness	Emergency Management	Corporate and Shared Services	Total
	Note	\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>							
Taxation revenue							
Grants and subsidies revenue	4						
Current		944	487	-	65	-	1 496
Appropriation	5						
Output		193 168	58 883	30 493	659	4 399	287 602
Commonwealth		4 212	10 565	42 483	-	-	57 260
Sales of goods and services	6	23	10	-	35	1 573	1 641
Goods and services received free of charge	7	-	-	-	-	12 805	12 805
Other income	8	29	161	-	61	38	289
<b>TOTAL INCOME</b>		<b>201 740</b>	<b>64 593</b>	<b>72 974</b>	<b>3 204</b>	<b>18 582</b>	<b>361 093</b>
<b>EXPENSES</b>							
Employee expenses	9	56 674	12 413	806	613	9 831	80 337
Administrative expenses							
Property management		1 370	380	1 140	5	391	3 286
Purchases of goods and services	10	105 863	3 518	604	(297) <sup>1</sup>	2 708	112 396
Depreciation and amortisation	19	82	252	3 044	-	1 159	4 537
Other administrative expenses		121	148	-	-	12 810	13 079
Grants and subsidies expenses							
Current	11a	40 958	47 147	66 503	217	3	154 828
Capital	11b	88	-	-	-	-	88
Interest expenses	12	-	14	36	-	26	76
Loss on disposal of assets		82	32	-	-	10	124
<b>TOTAL EXPENSES</b>		<b>205,238</b>	<b>63,904</b>	<b>72,133</b>	<b>538</b>	<b>26,938</b>	<b>368,751</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>(3 498)</b>	<b>689</b>	<b>841</b>	<b>2 666</b>	<b>(8 356)</b>	<b>(7,658)</b>
<b>OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMPREHENSIVE RESULT</b>		<b>(3 498)</b>	<b>689</b>	<b>841</b>	<b>2 666</b>	<b>(8 356)</b>	<b>(7 658)</b>

<sup>1</sup>The negative balance reflects purchase orders that were recorded as fully received twice. This is a non-cash accounting adjustment and has no impact on cash balances

The Department of Children and Families is predominantly funded by parliamentary appropriations for the provision of outputs. Outputs are the services provided or goods produced by an agency for users external to the agency. They support the delivery of the agency's objectives and or statutory responsibilities. The above table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

## 4. Grants and subsidies revenue

2025	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000
Current grants	154	1 342	1 496
<b>Total grants and subsidies revenue</b>	<b>154</b>	<b>1 342</b>	<b>1 496</b>

Grants revenue is recognised at fair value exclusive of GST in accordance with the requirements of Australian Accounting Standards Board (AASB) 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*.

To determine if a grant should be accounted for under AASB 1058 or AASB 15, the department must determine if the relevant agreement is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing whether the performance obligations are 'sufficiently specific', the department has applied significant judgement by performing a detailed analysis of the terms and conditions contained in the grant agreement, including accompanying documentation (e.g. activity work plans) and, where necessary, holding discussions with relevant parties.

Income recognition from grants received by the department has been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Where assessed as AASB 15, revenue is initially deferred as unearned contract revenue liability, included in Note 23 - Other liabilities, when received in advance and recognised as, or when the performance obligations are satisfied.

The agency has adopted a low value contract threshold of \$50,000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

The agency's contracts with customers is for the support in meeting specific obligations for the development of 10 Year Generational Strategy for Children and Families. Funding is generally received upfront for 12 months and agency typically satisfies obligations and recognises revenue as services are being delivered as specified in the agreement.

A financing component for consideration is only recognised if it is significant to the contract and the period between the transfer of goods and services, and receipt of consideration is more than one year. For the 2024-25 and reporting periods, there were no adjustments for the effects of a significant financing component.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058 and is recognised upfront on receipt of funding.

Capital grants with enforceable contracts and sufficiently specific obligations are deferred as an unearned capital grants liability, included in Note 23 Other liabilities, when received and subsequently recognised progressively as revenue as or when the agency satisfies its obligations under the agreement. Where a non-financial asset is purchased, revenue is recognised at the point in time the asset is acquired and control transfers to the agency.

For constructed assets, revenue is recognised over time, using the percentage of completion method, measured as the costs incurred as a proportion of estimated total project costs.

Grant agreements accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025
	\$000
<b>Type of good and service:</b>	
Service delivery	154
<b>Total revenue from contracts with customers</b>	<b>154</b>
<b>Type of customer:</b>	
Commonwealth Government	154
<b>Total revenue from contracts with customers</b>	<b>154</b>
<b>Timing of transfer of goods and services:</b>	
Overtime	154
<b>Total revenue from contracts with customers</b>	<b>154</b>

## 5. Appropriation

2025	Revenue from contracts with customers		Other	Total
	\$000	\$000		
Output	-	287 602		287 602
Commonwealth	-	57 260		57 260
<b>Total appropriation in the operating statement</b>	<b>-</b>	<b>344 862</b>		<b>344 862</b>

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation (2024-2025) Act 2024*. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and are recognised on receipt of funds.

Commonwealth appropriation follows from the intergovernmental agreement on federal financial relations, resulting in specific purpose payments (SPPs) and national partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth appropriation.

Where Commonwealth appropriation received has an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 as revenue from contracts with customers. In this case, revenue is recognised as and when goods and or services are transferred to the customer or third party beneficiary. Otherwise revenue is recognised when the agency gains control of the funds. The agency's contracts with customers is where funding is generally received upfront for 12 months and agency typically satisfies obligations and recognises revenue as services are being delivered as specified in the agreement.

## a) Summary of changes to budget appropriations

The following table presents changes to budgeted appropriations authorised during the current financial year, together with explanations for significant changes. It compares the amounts originally identified in the *Appropriation (2024-2025) Act 2024*, with revised appropriations as reported in the *2025-26 Budget Paper No. 3 Agency Budget Statements* and the final end of year appropriation. Due to administrative restructuring, the following tables present the variation between the 2024-25 Mid-Year Report as at November 2024. The Mid-Year Budget, published in November 2024, reflects the initial effects of this administrative restructuring.

The changes within this table relate only to appropriation and do not include agency revenue (for example, goods and services revenue and grants received directly by the agency) or expenditure. Refer to Note 31 - Budgetary Information for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Mid-year 2024-25 budget appropriation	Revised 2024-25 budget appropriation	Change to budget appropriation	Final 2024-25 budget appropriation	Change to budget appropriation
	\$000	\$000	\$000	\$000	\$000
Output	289 866	287 602	(2 264)	287 602	-
Commonwealth	58 720	58 410	(310)	58 410	-
<b>Total appropriation</b>	<b>348 586</b>	<b>346 012</b>	<b>(2 574)</b>	<b>346 012</b>	<b>-</b>

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the Department of Children and Families in line with the budgeted amounts.

Commonwealth appropriation reflects funding anticipated to be received from the Commonwealth for both operational and capital purposes. As Commonwealth appropriations are largely recognised as or when performance obligations are satisfied, the actual amounts received by the Department of Children and Families and reported in these financial statements may vary from the budgeted amounts reported in this table.

## 6. Sales of goods and services

2025	Revenue from		
	contracts with customers	Other	Total
	\$000	\$000	\$000
Sale of goods and service delivery revenue	-	1 641	1 641
<b>Total sales of goods and services</b>	<b>-</b>	<b>1 641</b>	<b>1 641</b>

## Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise of income from rendering of services and sales of goods and services. These are recognised at fair value, exclusive of GST.

### Sales of goods

Revenue from sales of goods is recognised when the agency satisfies a performance obligation by transferring the promised goods. The agency sales of goods and services primarily relates to Adoption revenue and providing a shared service to another Northern Territory Government Agency and partnering with agency's to deliver family law information. The agency typically satisfies its performance obligations when the control of goods is transferred to the customers, and when a customer obtains control of promised goods. The payments are typically due when the control of goods is transferred to the customers, and when the customer obtains control of the promised goods.

Revenue from these sales is based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable a significant reversal will not occur. There is no element of financing present, as sales are made with a short credit term.

### Rendering of services

Revenue from rendering of services is recognised when the agency satisfies the performance obligation by transferring the promised services, which mainly relates to reimbursements of costs and refunds received from clients. The agency typically satisfies its performance obligations when the service is complete, which predominately is satisfied at a point in time when a customer obtains control of the goods and services.

## 7. Goods and services received free of charge

	2025
	\$000
Corporate and information services	11 540
Repairs and maintenance	1 265
<b>Total goods and services received free of charge</b>	<b>12 805</b>

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains dependent on their nature.

Repairs and maintenance expenses incurred on the agency's assets and costs associated with administration of these expenses, are centralised in the Department of Logistics and Infrastructure on behalf of the agency, and form part of goods and services received free of charge by the agency.

In addition, the following corporate services staff and functions are centralised and provided by DCDD on behalf of the agency and form part of goods and services received free of charge by the agency:

- financial services including accounts receivable, accounts payable and payroll
- employment and workforce services
- information management services
- procurement services
- property leasing services.

## 8. Other income

2025	Revenue from	Other	=Total
	contracts with customers		
	\$000	\$000	\$000
Miscellaneous revenue		276	276
Other Revenue	-	13	13
<b>Total other income</b>	-	<b>289</b>	<b>289</b>

### Miscellaneous revenue

Miscellaneous revenue includes reimbursements, and recoveries. Where funding is received for agreements that are enforceable and contain sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or third-party beneficiary, the transaction is accounted for under AASB 15 as revenue from contracts with customers. Where this criterion is not met, revenue is generally accounted for under AASB 1058 and income is generally recognised upfront on receipt of funding. Where a performance obligation is satisfied at a point in time, when a customer obtains control of goods and services.

Other income accounted for as revenue from contracts with customers has been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

## 9. Employee benefits expense

	2025
	\$000
Salaries and wages	68 733
Superannuation expenses	7 696
Fringe benefits tax	466
Payroll tax	3 442
<b>Total employee benefits expense</b>	<b>80 337</b>

The number of FTE employees for 2024-25 was 567.

Salaries and wages are recognised in the reporting period when the employee renders services to the Northern Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 20 - Payables and Note 22 - Provisions.

## 10. Purchases of goods and services

The net deficit has been arrived at after charging the following expenses:

	2025
<b>Goods and services expenses:</b>	<b>\$000</b>
Consultants <sup>1</sup>	907
Advertising <sup>2</sup>	37
Marketing and promotion <sup>3</sup>	498
Document production	70
Legal expenses <sup>4</sup>	2 527
Recruitment <sup>5</sup>	318
Training and study	1 328
Official duty fares <sup>6</sup>	2 392
Travelling allowance	652
Information technology charges and communications	4 504
Accommodation	1 287
Agent Service Arrangements	835
Client Travel	1 600
Child placement expenses	83 619
Child related expenses <sup>7</sup>	3 562
Insurance premiums	2 120
Medical/Dental Supplies and Services	3 103
Motor Vehicle expenses	1 930
Other Operating Expense	1 107
<b>Total purchases of goods and services</b>	<b>112 396</b>

<sup>1</sup> Includes marketing, promotion and Information Technology (IT) consultants.

<sup>2</sup> Does not include recruitment, advertising or marketing and promotion advertising.

<sup>3</sup> Includes advertising for marketing and promotion but excludes marketing and promotion, and consultant expenses, which are incorporated in the consultants' category.

<sup>4</sup> Includes legal fees, claim and settlement costs.

<sup>5</sup> Includes recruitment-related advertising costs.

<sup>6</sup> Staff travel predominately relates to delivery of services to children and families across the Northern Territory.

<sup>7</sup> Includes tendered services for Intensive Family Preservation Services and Residential Care.

## 11. Grant and subsidies expenses

### a) Current grant and subsidy expense

	2025
	\$000
<b>Current grants</b>	
Local government	17 286
Private and not-for-profit sector	121 906
Other Northern Territory Government Agencies	4 088
<b>Total current grants</b>	<b>143 280</b>
<b>Subsidy</b>	
Private and not-for-profit	11 548
<b>Total subsidies</b>	<b>11 548</b>
<b>Total current grant and subsidy expense</b>	<b>154 828</b>

Current grants expenses are intended to finance the current activities of the recipient, for which no economic benefits of equal value is receivable in return. Current grant expense largely comprises of Homelessness \$66.1 million and DFSV \$27.12 million.

Subsidies are payments aimed at reducing all or part of the costs of an activity. They include payments made to foster and kinship carers for children under the care and protection of the Chief Executive Officer.

Current grant and subsidy expenses are recognised as an expense in the reporting period in which they are paid or payable, exclusive of the amount of GST.

### b) Capital grant expense

	2025
	\$000
Private and not-for-profit sector	88
<b>Total capital grant expense</b>	<b>88</b>

Capital grant expenses are transfers made to a recipient for the purpose of acquiring or constructing a new physical asset or upgrading an existing physical asset, for which no economic benefits of equal value is receivable in return. It also includes the transfer of existing agency assets to another entity for which no economic benefits of equal value is receivable in return. Capital grant expenses are support funding to Kalano Community for Child and Family Centres of \$0.88 million.

Capital grant expenses are recognised in the reporting period in which they are paid or payable, exclusive of the amount of GST. Where an existing agency asset is transferred to a recipient, the transaction is recognised when the agency transfers control of the asset to the recipient.

## 12. Interest expenses

	2025
	\$000
Interest from lease liabilities	76
<b>Total interest expenses</b>	<b>76</b>

Interest expenses represent the cost of borrowing funds, including interest on lease liabilities. These expenses are recorded in the reporting period in which they are incurred.

## 13. Loss on disposal of assets

	2025
	\$000
Carrying value of non-current assets written off <sup>1</sup>	39
Carrying value of non-current assets gifted <sup>2</sup>	85
<b>Total Loss on disposal of assets</b>	<b>124</b>

<sup>1</sup> Includes works transferred from DLI that did not meet capitalisation threshold.

<sup>2</sup> Refer to Note 14.

## 14. Write-offs, postponements, waiver, gifts and ex gratia payments

	Agency		Territory items		Note
	2025 \$000	No. of trans.	2025 \$000	No. of trans.	
<b>Authorised under the <i>Financial Management Act 1995</i></b> <b><i>Write-offs, postponements and waivers approved by the Treasurer</i></b>					
Losses or deficiencies of money written off	48	3	-	-	1
<b>Total write-offs, postponements and waivers approved by the Treasurer</b>	<b>48</b>	<b>3</b>	-	-	
<b><i>Write-offs, postponements and waivers approved by delegates</i></b>					
Losses or deficiencies of money written off	30	18	-	-	2
<b>Total write-offs, postponements and waivers approved by delegates</b>	<b>30</b>	<b>18</b>	-	-	
Gifts approved by the Treasurer	85	1	-	-	3
<b>Total gifts</b>	<b>85</b>	<b>1</b>	-	-	
<b>Total authorised under the <i>Financial Management Act 1995</i></b>	<b>163</b>	<b>22</b>	-	-	

<sup>1</sup> Approved by the Treasurer, relates to one irrecoverable salary overpayment and 2 foster care overpayments, each exceeding \$500.

<sup>2</sup> Approved by the delegate, relates to 13 irrecoverable salary overpayments and 5 foster care overpayments, each less than \$500.

<sup>3</sup> Gift approved by the Treasurer, relates to gifting of a vehicle (Kia Carnival) to support the care of a young person.

## Write-off

Write-offs reflect the removal from accounting records of the value of public money or public property owing to, or loss sustained by the Northern Territory or agency. It refers to circumstance where the Northern Territory or an agency has made all attempts to pursue the debt, however, it is deemed irrecoverable due to reasons beyond the Territory or an agency's control. Write-offs result in no cash outlay and are accounted for under 'Other administrative expenses' in the comprehensive operating statement.

## Gifts

A gift is an asset or property, deemed surplus to government's requirements, transferred to a suitable recipient, without receiving any consideration or compensation, and where there is no constructive or legal obligation for the transfer. Gifted property is accounted under 'Other administrative expenses' in the comprehensive operating statement.

## 15. Cash and deposits

	2025
	<b>\$000</b>
Cash at bank	14 830
<b>Total cash and deposits</b>	<b>14 830</b>

For the purposes of the balance sheet and the cash flow statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash.

## 16. Cash flow reconciliation

### a) Reconciliation of cash

The total agency 'Cash and deposits' of \$14 830 recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

### Reconciliation of net surplus/deficit to net cash from operating activities

	2025
	\$000
<b>Net surplus/deficit</b>	(7 658)
<i>Non-cash items:</i>	
Depreciation and amortisation	4 537
Asset write-offs/write-downs	39
Asset donations/gifts	85
Gain on disposal of assets	(13)
<i>Changes in assets and liabilities:</i>	
Increase in receivables	(16 463)
Increase in payables	14 640
Increase in provision for employee benefits	7 867
Increase in other provisions	1 792
Increase in other liabilities	1 687
<b>Net cash from operating activities</b>	<b>6 513</b>

### b) Reconciliation of liabilities arising from financing activities

	Cash flows			Other			30 June
	1 July	Lease liabilities repayments	Total cash flows	Transfer from administrative restructuring	Others	Total Others	
2025	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Lease Liabilities	-	(2 975)	(2 975)	1 581	5 234	6 815	3 840
<b>Total</b>	-	<b>(2 975)</b>	<b>(2 975)</b>	<b>1 581</b>	<b>5 234</b>	<b>6 815</b>	<b>3 840</b>

### c) Non-cash financing and investing activities

#### Lease transactions

During the financial year, the agency recorded right-of-use assets for the lease of land and for buildings with an aggregate value of \$3.84 million.

## 17. Receivables

	2025
	\$000
<b>Current</b>	
Accounts receivable	1 548
Less: loss allowance	(603)
	<b>945</b>
Accrued contract revenue	10 368
Less: loss allowance	-
	<b>10 368</b>
GST receivables	3 884
Prepayments	1 265
	<b>5 149</b>
<b>Total receivables</b>	<b>16 462</b>

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument, and are measured at fair value less any directly attributable transaction costs. Receivables include contract receivables, accounts receivable, accrued contract revenue and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable and contract receivables are generally settled within 20 days and other receivables within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

### Accrued contract revenue

Accrued contract revenue relates to the agency's right to consideration in exchange for works completed but not invoiced at the reporting date, and is mainly in respect of the National Partnership Agreement for the Northern Territory Remote Aboriginal Investment (NTRAI). Once the agency's rights to payment become unconditional, usually on issue of an invoice, accrued contract revenue balances are reclassified as contract receivables. Accrued revenue that does not arise from contracts with customers are reported as part of other receivables.

### Prepayments

Prepayments represent payments made in advance of receipt of goods and services. Prepayments are recognised on an accrual basis and amortised over the period in which the economic benefits from these assets are received.

### Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, and have not been adjusted to reflect current and forward-looking information, including macroeconomic factors.

In accordance with the provisions of the Financial Management Act (FMA), receivables are written off when, based on demonstrated actions to collect, there is no reasonable expectation of recovery for reasons beyond the agency's control.

The loss allowance for receivables at the reporting date represents the amount of receivables the agency estimates is likely to be uncollectible and are considered doubtful. Ageing analysis and reconciliation of loss allowance for receivables as at the reporting date are disclosed below.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government such as other agencies, government business divisions and Government Owned Corporations. External receivables reflect amounts owing from third parties external to the Northern Territory Government.

### Ageing analysis

2025	Gross Receivable \$000	Loss rate %	Expected credit losses \$000	Net receivables \$000
<b>Internal receivables</b>				
Not overdue	14	-	-	14
Overdue for less than 30 days	2	-	-	2
Overdue for 30 to 60 days	-	-	-	-
Overdue for more than 60 days	-	-	-	-
<b>Total external receivables</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>16</b>
<b>External receivables</b>				
Not overdue	796	-	-	796
Overdue for less than 30 days	6	67%	(4)	2
Overdue for 30 to 60 days	10	64%	(6)	4
Overdue for more than 60 days	720	82%	(593)	127
<b>Total external receivables</b>	<b>1 532</b>	<b>39%</b>	<b>(603)</b>	<b>929</b>

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

### Reconciliation of loss allowance for receivables

	2025 \$000
<b>External receivables</b>	
Opening balance	
Transfers in from administrative restructuring	407
Written off during the year	(78)
Increase in allowance recognised in profit or loss	274
<b>Total external receivables</b>	<b>603</b>

## 18. Other financial assets

### a. Agency as a lessor

#### Finance leases

Leases under which the agency transfers substantially all the risks and rewards of ownership of an asset are classified as finance leases.

Subleases are classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset. A sublease is an arrangement where the underlying asset is re-leased by a lessee (intermediate lessor) to another party, and the lease (head lease) between the head lessor and original lessee remains in effect.

Finance income arising from finance leases is recognised over the lease term, based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

The agency does not have any finance lease or sublease arrangements.

#### Operating leases

An operating lease is a lease other than a finance lease. Rental income earned is accounted for on a straight-line basis over the lease term and is included in revenue in the comprehensive operating statement due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

The Agency is a lessor to peppercorn leases with various not-for-profit organisations. These lease payments are nominal, or significantly below market value. The purpose of these arrangements is to further the not-for-profit objectives of the lessee and the department. The sublease arrangement for the Batten Road facility provides Visitor Park Accommodation, an integrated Homelessness Supported Accommodation Program (IHSAP) for people who are at risk of homelessness or who are homeless and sleeping rough in Darwin.

The homelessness prevention service is jointly delivered by Yilli Rreung Housing Aboriginal Corporation (Yilli Rreung) and Mission Australia. The service provides early intervention and case management to break the cycle of long-term homelessness.

The agency also owns properties that are currently being used to provide services in accordance with the services contract and all ancillary residential uses required to provide these services. These properties are utilised for children in care under the Chief Executive Officer.

Both of these arrangements do not meet the recognition criteria of a finance lease under AASB 16 therefore are treated as operating leases.

## 19. Property, plant and equipment

### Total property, plant and equipment

	2025
	\$000
<b>Land</b>	
At fair value	1 898
<b>Buildings</b>	
At fair value	23 450
Less: accumulated depreciation	(13 630)
	<b>9 820</b>
<b>Plant and equipment</b>	
At fair value	17 059
Less: accumulated depreciation	(11 084)
	<b>5 975</b>
<b>Leased Land and Buildings</b>	
At fair value	9 705
Less: accumulated amortisation	(5 884)
	<b>3 821</b>
<b>Total property, plant and equipment</b>	<b>21 514</b>

### a) Reconciliation of carrying amount of property, plant and equipment

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of year is set out below:

2025	Land	Buildings	Plant and equipment	Leased Land and Building	Total
	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	-	-	-	-	-
Carrying amount transfer from administrative restructuring	1 898	7 446	3 906	1 644	14 894
Additions	-	2 807	3 188	439	6 434
Disposals	-	-	(85)	-	(85)
Depreciation/amortisation expense	-	(433)	(1 034)	(3 070)	(4 537)
Revaluation increments/decrements	-	-	-	4 808	4 808
<b>Carrying amount as at 30 June</b>	<b>1 898</b>	<b>9 820</b>	<b>5 975</b>	<b>3 821</b>	<b>21 514</b>

### b) Reconciliation of property, plant and equipment held and used by the agency

A reconciliation of the carrying amount of property, plant and equipment held and used by the agency to deliver its outputs and services to the public is set out below:

2025	Land	Buildings	Plant and equipment	Leased Land and Building	Total
	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	-	-	-	-	-
Carrying amount transfer from administrative restructuring	1 173	7 181	3 905	1 644	13 903
Additions	-	2 807	3 188	439	6 434
Disposals	-	-	(85)	-	(85)
Depreciation/amortisation expense	-	(409)	(1 033)	(3 070)	(4 512)
Revaluation increments/decrements	-	-	-	4 808	4 808
<b>Carrying amount as at 30 June</b>	<b>1 173</b>	<b>9 579</b>	<b>5 975</b>	<b>3 821</b>	<b>20 548</b>

### c) Reconciliation of property, plant and equipment held and used by the agency

A reconciliation of the carrying amount of property, plant and equipment held and used by the agency to deliver its outputs and services to the public is set out below:

2025	Land \$000	Buildings \$000	Plant and equipment \$000	Leased Land and Building \$000	Total \$000
Carrying amount as at 1 July	-	-	-	-	-
Carrying amount transfer from administrative restructuring	725	266	-	-	991
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
Depreciation / amortisation expense	-	(25)	-	-	(25)
Revaluation increments/decrements	-	-	-	-	-
<b>Carrying amount as at 30 June</b>	<b>725</b>	<b>241</b>	<b>-</b>	<b>-</b>	<b>966</b>

## Acquisitions

Property, plant and equipment are initially recognised at cost.

Items of property, plant and equipment with a cost or other value, equal to or greater than \$10,000 are recognised in the year of acquisition and depreciated as outlined below. Items of property, plant and equipment below the \$10,000 threshold are expensed in the year of acquisition.

Major items of plant and equipment comprising a number of components that have different useful lives are accounted for as separate assets. Individual components may be replaced during the useful life of the complex asset.

## Revaluation of assets

Subsequent to initial recognition, assets belonging to the following classes of non-financial assets are revalued with sufficient regularity to ensure the carrying amount of these assets does not differ materially from their fair value at the reporting date:

- land
- buildings
- infrastructure assets.

The above classes of property, plant and equipment include certain new assets initially recognised at cost. Such new assets will continue to be measured at cost, which is deemed to equate to fair value, until the next revaluation for that asset class occurs.

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

The latest revaluations as at 30 June 2022 were independently conducted. The valuer was Territory Property Consultants. Refer to Note 25 - Fair value for additional disclosures.

## Impairment of assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the comprehensive operating statement. They are disclosed as an expense, unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset, to the extent an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income, to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal will result in an increase in the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

## Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025
Buildings	10 - 50 years
Infrastructure assets	8 - infinite
Plant and equipment	5 - 10 years

## Right-of-use asset

The agency assesses at contract inception whether a contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration, and hence contains a lease.

The agency recognises lease liabilities representing an obligation to make lease payments, and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets. The agency recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use).

If ownership of the leased asset transfers to the agency at the end of the lease term, or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets are subsequently measured at fair value, which approximates costs less accumulated amortisation and accumulated impairment losses. This excludes those arising from leases that have complex structure.

Right-of-use assets are subject to remeasurement principles consistent with the lease liability. This includes applying indexation and market rent review. Right-of-use assets are also revalued where a trigger or event may indicate their carrying amount does not equal fair value.

### Inter-governmental leases

The agency applies the inter-governmental leases recognition exemption as per the Treasurer's Direction – Leases, and recognises these as an expense on a straight-line basis over the lease term. These largely relate to the lease of motor vehicles from NT Fleet. Leases of commercial properties for office accommodation are centralised with the DCDD. Consequently, all lease liabilities and right-of-use assets relating to these arrangements are recognised by DCDD and not disclosed within these financial statements.

The agency currently has a lease to 30 June 2026 with a private organisation for the use of a residential building. The lease contract specifies lease payments of \$3.01 million per annum. The leased premises must be used by the agency to provide accommodation to the homeless. This residential building accounts for a small portion of similar assets the agency is using for the purpose of providing services to the homeless. Therefore, it does not have a significant impact on the agency's operation.

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the agency to further its objectives, are measured at cost and depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. These right-of-use assets are subject to impairment testing but are not subject to revaluation.

The following amounts were recognised in the comprehensive operating statement for the year in respect of leases where the agency is the lessee:

	2025
	<b>\$000</b>
Depreciation expense of right-of-use assets	3 070
Interest expense on lease liabilities	76
Expense relating to short-term leases	23
Intergovernmental leases	1 474
Loss from disposal of asset	(13)
<b>Total amount recognised in the comprehensive operating statement</b>	<b>4 630</b>

## 20. Payables

	2025
	<b>\$000</b>
Accounts payable	849
Accrued salaries and wages	1 814
Other accrued expenses	11 976
<b>Total payables</b>	<b>14 639</b>

Liabilities for accounts payable and other amounts payable are carried at amortised cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 20 days from receipt of valid invoices under \$1 million, or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

## 21. Borrowings and advances

	2025
	<b>\$000</b>
<b>Current</b>	
Lease liabilities	2 935
	<b>2 935</b>
<b>Non current</b>	
Lease liabilities	905
	<b>905</b>
<b>Total borrowings and advances</b>	<b>3 840</b>

### Loans and advances

Loans and advances are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, these are measured at amortised cost using the effective interest method. Gains and losses are recognised in net surplus/(deficit) when the liabilities are derecognised as well as through the amortisation process.

## Lease liabilities

At the commencement date of the lease where the agency is the lessee, the agency recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

Variable lease payments which depend on an index or a rate are included in the lease liabilities, otherwise, are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the agency's leases, the Northern Territory Treasury Corporation's institutional bond rate is used as the incremental borrowing rate.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (such as changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The following table presents liabilities under leases.

	2025
	\$000
Balance at 1 July	-
Carrying amount transfer from administrative restructuring	1 581
Additions/remeasurements	5 235
Interest expenses	76
Payments	(3 052)
<b>Balance at 30 June</b>	<b>3 840</b>

The agency had total cash outflows for leases of \$2.98 million in 2024-25.

Future minimum lease payments under non-cancellable leases not recorded as liability are as follows:

2025	Internal	External
Not later than one year	1 067	-
Later than one year and not later than five years	2 267	-
Later than five years	-	-
	<b>3 334</b>	<b>-</b>

## 22. Provisions

	2025
	\$000
<b>Current</b>	
<i>Employee benefits</i>	
Recreation leave	6 752
Leave loading	1 114
Other Employee benefits	2
<i>Other current provisions</i>	
Fringe Benefits Tax	110
Payroll Tax	532
Superannuation Contributions	1 149
<b>Total provisions</b>	<b>9 659</b>

## Employee benefits

Provision for employee benefits includes wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 months of the reporting date are classified as current liabilities and are measured at the amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures, and periods of service.

All recreation leave is classified as a current liability.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave and other leave entitlements
- other types of employee benefits.

As part of the Financial Management Framework, the Central Holding Authority assumes the long service leave liabilities of government agencies, including Department of Children and Families, and therefore no long service leave liability is recognised within these financial statements.

## 23. Other liabilities

	2025
	\$000
<b>Current</b>	
Unearned contract revenue liability	1 687
<b>Total other liabilities</b>	<b>1 687</b>

### Unearned contract revenue liability

Unearned contract revenue liability relates to consideration received in advance from customers in respect of Tripartite Forum and Commonwealth funding for the development of a Carers Register. The unearned contract revenue liability balance as at 30 June 2025 is \$1.687 million.

Of the amount included in the unearned contract revenue liability balance, \$0.154 million has been recognised as revenue in the 2024-25 financial year.

The agency anticipates to recognise as revenue, unearned contract revenue liability in accordance with the time bands below:

	2025
	\$000
Not later than one year	1 687
Later than one year and not later than five years	-
Later than five years	-
<b>Total</b>	<b>1 687</b>

## Superannuation

Employee superannuation entitlements are provided through the:

- Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS)
- Commonwealth Superannuation Scheme (CSS); or
- non-government employee nominated schemes for those employees commencing on or after 10 August 1999.

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and are therefore not recognised in agency financial statements.

## 24. Capital Commitments

Capital commitments represent future obligations or cash outflows primarily related to the construction of assets that can be reliably measured and arise out of a contractual arrangement and typically binds the agency to performance conditions. Commitments are not recognised as liabilities on the balance sheet.

Commitments may extend over multiple reporting periods and may result in payment of compensation or return of funds if obligations are breached. These contracts are expected to be payable as follows:

	2025
	\$000
Not later than one year	16 950
Later than one year and not later than five years	-
Later than five years	-
<b>Total capital expenditure commitments (exclusive of GST)</b>	<b>16 950</b>
Plus: GST recoverable	-
<b>Total capital expenditure commitments (inclusive of GST)</b>	<b>16 950</b>

## 25. Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the inputs used:

- Level 1 – inputs are quoted prices in active markets for identical assets or liabilities
- Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. For the department this includes the Buildings asset class.
- Level 3 – inputs are unobservable. Where assets are not at level 3 the remainder are in this level.

### a) Fair value hierarchy

The table below presents assets and liabilities recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value. The fair value for financial assets and liabilities, where the fair value is different from carrying amounts, is also disclosed below.

<b>2025</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total fair value</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
<b>Assets</b>				
Land (Note 19)	-	725	1 173	1 898
Buildings (Note 19)	-	241	9 579	9 820
Plant and equipment (Note 19)	-	-	5 975	5 975
Right of use (Note 19)	-	-	3 821	3 821
<b>Total assets</b>	-	<b>966</b>	<b>20 548</b>	<b>21 514</b>

There were no transfers between Level 1 and Levels 2 or 3 during the 2024-25 financial year.

## b) Valuation techniques and inputs

Valuation techniques and significant unobservable inputs used to measure fair value in 2024-25 are:

Asset classes	Level	Techniques	Significant unobservable inputs
Land – vacant land <sup>1</sup>	2	Market	N/A
Specialised Land – with no active markets and/or significant restrictions	3	Market	Valuer assessment on restrictions
Buildings <sup>1</sup>	2	Market	N/A
Specialised buildings	3	Current replacement cost	1. Construction costs or cost per square metre
			2. Age and condition of asset
			3. Remaining useful life
Plant and equipment	3	Current replacement cost	1. Cost per unit
			2. Useful life

There were no changes in valuation techniques from 2023-24 to 2024-25.

<sup>1</sup> Level 2 inputs relate to urban safe care houses.

### c) Additional information for level 3 fair value measurements

#### i. Reconciliation of recurring level 3 fair value measurements of non financial assets

	Land \$000	Buildings \$000	Plant and equipment \$000	Right of use \$000	Total \$000
<b>2025</b>					
Fair value as at 1 July	-	-	-	-	-
Carrying amount transfer from administrative restructuring	1 173	7 181	3 905	1 644	13 903
Additions	-	2 807	3 188	439	6 434
Disposals	-	-	(85)	-	(85)
Depreciation/amortisation	-	(409)	(1 033)	(3 070)	(4 512)
Remeasurement of leases	-	-	-	4 808	4 808
<b>Fair value as at 30 June</b>	<b>1 173</b>	<b>9 579</b>	<b>5 975</b>	<b>3 821</b>	<b>20 548</b>

#### ii. Sensitivity analysis

Buildings – unobservable inputs used in computing the fair value of buildings include the historical cost and consumed economic benefit for each building. Given the large number of agency buildings, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value, and greater consumption of economic benefit lowers fair value.

## 26. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The agency's financial instruments include cash and deposits; receivables; advances paid; investment in shares; payables; advances received; borrowings; and derivatives. It excludes statutory receivables arising from taxes, including tax receivables; GST input tax credits recoverable; and fines and penalties, which do not meet the definition of financial instruments as per AASB 132 Financial Instruments: Presentation.

The Department of Children and Families has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The Territory Government's investments, loans and placements, and borrowings are predominantly managed through the Northern Territory Treasury Corporation adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

## a) Categories of financial instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

	Category	2025
		\$000
Cash and deposits	Other	14 830
Receivables <sup>1</sup>	Amortised cost	944
<b>Total financial assets</b>		<b>15 774</b>
Payables <sup>1</sup>	Amortised cost	13 791
Lease liabilities	Amortised cost	3 840
<b>Total financial liabilities</b>		<b>17 631</b>

<sup>1</sup> Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued contract revenue.

### Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

The agency's financial assets categorised at amortised cost include receivables.

### Financial assets at fair value through other comprehensive income

The agency does not have any financial assets under this category.

### Financial assets at fair value through profit or loss

Financial assets classified at fair value through profit or loss (FVTPL) are initially and subsequently recognised at fair value with gains or losses recognised in the net result for the year.

### Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. The agency's financial liabilities categorised at amortised cost include all accounts payable, deposits held, advances received, lease liabilities and borrowings.

### Financial liabilities at fair value through profit or loss

The agency does not have any financial liabilities under this category.

## Netting of swap transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Northern Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset and the net amount is recognised in the comprehensive operating statement.

## b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation.

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the agency has adopted a policy of only dealing with credit-worthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Credit risk relating to receivables is disclosed in Note 17.

### c) Liquidity risk

Liquidity risk is the risk the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. The agency's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The department's liquidity risk includes credit cards, which are managed with tight controls and low limits. Credit card use and limits and controls are reviewed regularly. The department's financial management systems and budget management processes enable reporting, timely escalation and mitigation.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at the reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

### Maturity analysis for financial liabilities

2025	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
<b>Liabilities</b>					
Payables <sup>1</sup>	13 791	13 791	-	-	13 791
Lease liabilities	3 840	2 992	230	1 554	4 776
<b>Total financial liabilities</b>	<b>17 631</b>	<b>16 783</b>	<b>230</b>	<b>1 554</b>	<b>18 567</b>

<sup>1</sup> Amounts disclosed exclude statutory amounts and accruals (such as Accountable Officer's Trust Accounts (AOTA), accrued expenses, unearned revenue and provisions) as these do not meet the definition of financial instrument and therefore amounts will not be recognised in the balance sheet.

### d) Market risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest of rate risk, price risk and currency risk.

#### i. Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

The department's exposure to interest rate risk by asset and liability classes is disclosed overleaf.

## Interest rate risk for financial assets and liabilities

2025

	Interest bearing			Total	Weighted average
	Variable	Fixed	Non-interest bearing		
	\$000	\$000	\$000		
<b>Assets</b>					
Cash and deposits	14 830	-	-	14 830	3.85
Receivables <sup>1</sup>			944	944	-
<b>Total financial assets</b>	<b>14 830</b>	<b>-</b>	<b>944</b>	<b>15 774</b>	<b>3.85</b>
<b>Liabilities</b>					
Payables <sup>1</sup>	-	-	13 791	13 791	-
Lease liabilities	-	3 840	-	3 840	5.00
<b>Total financial liabilities</b>	<b>-</b>	<b>3 840</b>	<b>13 791</b>	<b>17 631</b>	<b>5.00</b>

<sup>1</sup>Amounts disclosed exclude statutory amounts and accruals (such as accrued revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not be recognised in the balance sheet.

## Sensitivity analysis

Changes in the variable rates of 100 basis points (1%) at the reporting date would have the following effect on the agency's profit or loss and equity.

	100 basis points increase
	\$000
<b>30 June 2025</b>	
Financial assets – cash at bank	148
<b>Net sensitivity</b>	<b>148</b>

### ii. Price risk

The Department of Children and Families is not exposed to price risk as Department of Children and Families does not hold units in unit trusts.

### iii. i) Currency risk

The Department of Children and Families is not exposed to currency risk as Department of Children and Families does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

## 27. Related parties

### i. Related parties

The Department of Children and Families is a government administrative entity and is wholly owned and controlled by the Northern Territory Government. Related parties of the department include:

- the Portfolio Minister and Key Management Personnel (KMP), as they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the Portfolio Minister or KMP including spouses, children and dependents
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- any entities controlled or jointly controlled by Portfolio Minister or KMP or controlled or jointly controlled by their close family members.

### ii. Key Management Personnel (KMP)

KMP of the Department of Children and Families are those persons having authority and responsibility for planning, directing and for controlling the activities of Department of Children and Families. These include the Minister, the Chief Executive Officer and the 21 members of the executive team of Department of Children and Families as listed in the annual report.

### iii. Remuneration of KMP

The details below exclude the salaries and other benefits of minister for service as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and are consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of KMP of Department of Children and Families is set out below:

	<b>2025</b>
	<b>\$000</b>
Short-term benefits	4 941
<b>Total remuneration of KMP</b>	<b>4 941</b>

### iv. Related party transactions:

#### Transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The table overleaf provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

2025

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
<i>All NT Government departments</i>	1 710	38 258	196	593

The department's significant transactions with other government entities are set out below.

**Revenue from related parties:**

Revenue from the Department of People, Sport and Culture for the Corporate Shared Service arrangement totalling \$1.48 million.

**Payments to related parties:**

Payments to the Department of Treasury and Finance of \$3.44 million for the department Payroll tax and \$0.53 million provision.

Payments to DCDD are predominantly related to central billing of information communication costs of \$1.57 million.

Payments to the Department of Corrections of \$2.41 million and Attorney-General's of \$1.37 million for DFSV grants.

Payment of \$1.53 million to NT Fleet for vehicle lease, short-term hire and repairs and maintenance.

## 28. Contingent liabilities and contingent assets

### a) Contingent liabilities

There are current court proceedings against the department that may result in the department having to pay compensation. The likelihood of payment and settlement costs of these court matters cannot be determined at this point.

### b) Contingent assets

The Department of Children and Families had no contingent assets as at 30 June 2025.

## 29. Events subsequent to balance date

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

### 30. Schedule of Administered Territory items

In addition to operating revenues controlled and utilised by an agency to fund its activities that are included in the financial statements, the agency also acts on behalf of the Northern Territory Government in the management of administered items. These include Darwin Visitor Park. An agency is unable to use administered items to further its own objectives without authorisation.

Administered items are transferred to and reported by the Central Holding Authority, as the parent entity of Northern Territory Government. Administered income and expenses are not recognised in the agency's operating statement but are reported separately in accordance with Australian accounting standards.

The following Territory items are managed by the Department of Children and Families on behalf of the government and are recorded in the Central Holding Authority.

	2025
	<b>\$000</b>
<b>TERRITORY ASSETS AND LIABILITIES</b>	
<b>Assets</b>	
Unearned Central Holding Authority Receivables	500
<b>Total assets</b>	<b>500</b>
<b>Liabilities</b>	
Unearned Central Holding Authority income	500
<b>Total liabilities</b>	<b>500</b>
<b>Net assets</b>	<b>-</b>

## 31. Budgetary information

The following tables present the variation between the 2024-25 Mid-Year Report as at November 2024, and the 2024-25 actual amounts reported in the financial statements, together with explanations for significant variations.

The Mid-Year Budget, published in November 2024, reflects the initial effects of the administrative restructuring. Accordingly, the department, within its discretion, chose this published budget as the point of comparison as it affords more meaningful evaluation of end of year results

The variations within these tables do not include changes to budgeted appropriations from the 2024-25 Mid-Year Budget to the 2024-25 Final Budget. Refer to Note 5a for summary changes to budget appropriations.

Comprehensive operating statement	2025 Actual	2025 Mid year Budget	Variance	Note
	\$000	\$000	\$000	
<b>INCOME</b>				
Grants and subsidies revenue				
Current	1 496	442	1 054	1
Appropriation				
Output	287 602	289 866	(2 264)	
Commonwealth (excluding capital appropriation)	57 260	58 720	(1 460)	
Sales of goods and services	1 641	69	1 572	2
Interest revenue	13		13	
Goods and services received free of charge	12 805	21 106	(8 301)	3
Other income	276	-	276	
<b>TOTAL INCOME</b>	<b>361 093</b>	<b>370 203</b>	<b>(9 110)</b>	
<b>EXPENSES</b>				
Employee expenses	80 337	73 693	6 644	4
Administrative expenses				
Purchases of goods and services	115 682	106 796	8 886	
Depreciation and amortisation	4 537	2 133	2 404	5
Other Administrative Expenses	13 079	21 106	(8 027)	6
Grants and subsidies expenses				
Current	154 828	174 138	(19 310)	7
Capital	88	-	88	
Interest expenses	76	(57)	19	8
Loss on disposal of assets	124	-	124	
<b>TOTAL EXPENSES</b>	<b>368 751</b>	<b>377 809</b>	<b>(9 058)</b>	
<b>NET DEFICIT</b>	<b>(7 658)</b>	<b>(7 606)</b>	<b>(52)</b>	
<b>OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>COMPREHENSIVE RESULT</b>	<b>(5 181)</b>	<b>(7 606)</b>	<b>2 425</b>	

Notes:

The following note descriptions relate to variances greater than 20%:

1. Additional grants received for:
  - \$0.481 million for Family Support Services
  - \$0.223 million for Child and Family Centred
  - \$0.09 million for Mikan Group
  - \$0.089 million for Aboriginal Carer Services.
2. Over Budget, primarily due to funds received for Department of People, Sports and Culture for the Shared Services Arrangement.
3. Less than anticipated Free of Charge from notional charges from DCDD and repair and maintenance from DLI. This is a non-cash impact for the department.
4. Increased vacancy rates experienced in 2024-25.
5. Amortisation related to leased property at Batten Road.
6. Decrease in Free of Charge from notional charges from DCDD and repair and maintenance from DLI. This has a non-cash impact for the department.
7. An adjustment to align classifications of spend to reflect correct categorisation was applied during the budget round.
8. Lease interest related to leased property at Batten Road.

## Balance Sheet

	2025 Actual \$000	2025 Mid year budget \$000	Variance \$000	Note
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	14 830	(5 794)	20 624	1
Receivables	16 462		16 462	2
<b>Total current assets</b>	<b>31 292</b>	<b>(5 794)</b>	<b>37 086</b>	
<b>Non-current assets</b>				
Property, plant and equipment	21 514	(2 133)	23 647	3
<b>Total non-current assets</b>	<b>21 514</b>	<b>(2 133)</b>	<b>23 647</b>	
<b>TOTAL ASSETS</b>	<b>52 806</b>	<b>(7 927)</b>	<b>60 733</b>	
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	14 639		14 639	4
Borrowings and advances	2 935	(321)	3 256	5
Provisions	9 659		9 659	6
Other liabilities	1 687		1 687	7
<b>Total current liabilities</b>	<b>28 920</b>	<b>(321)</b>	<b>29 242</b>	
<b>Non-current liabilities</b>				
Borrowings and advances	905	-	905	
<b>Total non-current liabilities</b>	<b>905</b>	<b>-</b>	<b>905</b>	
<b>TOTAL LIABILITIES</b>	<b>29 825</b>	<b>(321)</b>	<b>30 147</b>	
<b>NET ASSETS</b>	<b>22 981</b>	<b>(7 606)</b>	<b>30 586</b>	
<b>EQUITY</b>				
Capital	30 639	-	30 639	1
Current year surplus deficit	(7 658)	(7 605)	(53)	
<b>TOTAL EQUITY</b>	<b>22 981</b>	<b>(7 606)</b>	<b>30 586</b>	

### Notes:

The following note descriptions relate to variances greater than 20%:

1. Result of administrative arrangements restructure.
2. Primarily due to accrued revenue of \$10.3 million related to NTRAI funding not received in 2024-25 and \$3.9 million GST receivable.
3. Property, plant and equipment transferred in as a result of administrative arrangements restructure.
4. Recognition of accounts payable (\$12.8 million) and accrued salaries \$1.8 million due to last pay period ended 18/06/2025.
5. Recognition of adjustments for finance lease liabilities.
6. Recognition of employee entitlements from the administrative arrangements restructure.
7. Unearned revenues, which are unable to be recognised as performance obligations not yet met.

Cash flow statement	2025	2025	Variance	Note
	Actual	Mid year budget		
	\$000	\$000	\$000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Operating receipts</b>				
Grants and subsidies received				
Current	1 496	442	1 054	1
Appropriation				
Output	287 602	289 866	(2 264)	
Commonwealth (excluding capital appropriation)	46 918	58 720	(11 802)	
Receipts from sales of goods and services	10 741	69	10 672	2
<b>Total operating receipts</b>	<b>346 757</b>	<b>349 097</b>	<b>(2 339)</b>	
<b>Operating payments</b>				
Payments to employees	(68 922)	73 693	4 771	
Payments for goods and services	(116 330)	106 796	(9 534)	
Grants and subsidies paid				
Current	(154 828)	174 138	19 310	
Capital	(88)	-	(88)	
Interest paid	(77)	(57)	(133)	3
<b>Total operating payments</b>	<b>(340 244)</b>	<b>354 570</b>	<b>14 326</b>	
<b>Net cash from/(used in) operating activities</b>	<b>6 513</b>	<b>(5 473)</b>	<b>11 986</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Investing payments</b>				
Purchases of non-financial assets	(85)	-	(85)	
<b>Total investing payments</b>	<b>(85)</b>	<b>-</b>	<b>(85)</b>	
<b>Net cash from/(used in) investing activities</b>	<b>(85)</b>	<b>-</b>	<b>(85)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Financing receipts</b>				
Equity injections				
Other equity injections	23 362	-	23 362	4
<b>Total financing receipts</b>	<b>23 362</b>	<b>-</b>	<b>23 362</b>	
<b>Financing payments</b>				
Lease payments	(2 975)	(321)	(2 654)	5
Equity withdrawals	(11 985)	-	(11 985)	4
<b>Total financing payments</b>	<b>(14 960)</b>	<b>(321)</b>	<b>(14 639)</b>	
<b>Net cash from/(used in) financing activities</b>	<b>8 402</b>	<b>(321)</b>	<b>8 723</b>	
<b>Net increase/(decrease) in cash held</b>	<b>14 830</b>	<b>(5 794)</b>	<b>9 036</b>	
Cash at beginning of financial year	-	-	-	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>14 830</b>	<b>(5 794)</b>	<b>9 036</b>	

Notes:

The following note descriptions relate to variances greater than 20%:

1. Current grants increase is primarily due to additional grants received post Mid-Year Budget.
2. Revenue from Commonwealth agreements and GST receipts from the Australian Taxation Office.
3. Interest on lease agreement for Batten Road property.
4. Equity movements related to transfers due to administrative restructure.
5. Primarily due to lease payments for the extension of Batten Road property lease.

## 32. Budgetary information: Administered Territory items

The following table presents the variation between the 2024-25 original budget for administered items as reported in *2024-25 Budget Paper No. 3 Agency Budget Statements*, and the 2024-25 actual amounts disclosed in Note 30 of these financial statements, together with explanations for significant variations.

<b>Administered Territory items</b>	<b>2025 Actual \$000</b>	<b>2025 Mid-Year budget \$000</b>	<b>Variance \$000</b>	<b>Note</b>
<b>TERRITORY ASSETS AND LIABILITIES</b>				
<b>Assets</b>				
Unearned Central Holding Authority Receivables	500	500	-	1
<b>Total assets</b>	<b>500</b>	<b>500</b>	<b>-</b>	
<b>Liabilities</b>				
Unearned Central Holding Authority income	500	500	-	1
<b>Total liabilities</b>	<b>500</b>	<b>500</b>	<b>500</b>	
<b>Net assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	

Notes:

1. Funding for Darwin Visitor Park Precinct.

# Appendix

## Grant recipients 2024-25

Organisation name	Amount funded \$
Aboriginal Hostels Limited	\$2,180,684.00
Aboriginal Housing NT Aboriginal Corporation	\$1,128,550.00
Aboriginal Medical Services Alliance Northern Territory Aboriginal Corporation	\$120,659.34
Aboriginal Resource and Development Services Aboriginal Corporation	\$1,033,020.06
Akeyulerre Aboriginal Corporation	\$811,290.36
Alice Springs Youth Accommodation & Support Services Inc.	\$1,427,309.00
Anglicare N.T. Ltd.	\$13,937,633.94
Anyinginyi Health Aboriginal Corporation	\$79,340.66
Association of Alcohol and Other Drug Agencies NT Incorporated	\$300,000.00
Australian Red Cross Society	\$1,009,394.94
Barkly Regional Council	\$874,278.99
CAAPS Aboriginal Corporation	\$2,257,913.84
CatholicCare NT	\$8,695,986.63
Central Australian Aboriginal Congress Aboriginal Corporation	\$452,925.00
Central Australian Aboriginal Family Legal Unit Aboriginal Corporation	\$263,296.00
Central Australian Affordable Housing Company Ltd	\$2,884,522.00
Central Australian Women's Legal Services Inc	\$603,026.49
Children's Ground Limited	\$1,020,940.06
City of Darwin	\$107,712.75
Community Housing Limited	\$1,675,000.00
Connect Social and Emotional Wellbeing Pty Ltd	\$90,000.00
Create Foundation Limited	\$504,875.00
Crisis Accommodation Gove Inc	\$491,245.00
Danila Dilba Biluru Butji Binnilutlum Health Service Limited	\$520,000.00
Darwin Aboriginal and Torres Strait Islander Women's Shelter Indigenous Corporation	\$3,444,732.53
Darwin Community Legal Service Inc	\$350,231.00
Darwin Toy Library Association Inc	\$165,517.46
Dawn House Inc	\$2,610,120.10
Demed Aboriginal Corporation	\$598,542.71
Early Childhood Australia Inc	\$47,021.85
Empowering Growth Pty Ltd	\$250,101.00
Foodbank Of South Australia Incorporated	\$924,339.00
Foster and Kinship Carers Association NT Incorporated	\$1,891,815.96

Organisation name	Amount funded \$
Galiwin'ku Women's Space Aboriginal Corporation	\$1,174,947.17
Gong-Dal Aboriginal Corporation	\$601,881.68
Gove Toy Library Incorporated	\$44,687.10
Gray School Council Inc	\$20,000.00
Gurindji Aboriginal Corporation RNTBC	\$861,881.68
IBC Social Enterprise Pty Ltd	\$850,354.75
Jawoyn Association Aboriginal Corporation	\$1,264,278.83
Julalikari Council Aboriginal Corporation	\$1,645,339.95
Kalano Community Association Aboriginal Corporation	\$208,061.03
Kalano Community Association Incorporated	\$733,881.68
Katherine West Health Board Aboriginal Corporation	\$1,033,008.93
Katherine Women's Crisis Centre Inc	\$1,955,961.37
Katherine Women's Information & Legal Service Incorporated	\$143,569.00
Larapinta Primary School Council Inc	\$226,990.00
Larrakia Nation Aboriginal Corporation	\$3,066,951.27
Laynhapuy Homelands Aboriginal Corporation	\$400,000.00
Lhere Artepe Aboriginal Corporation RNTBC	\$2,215,267.00
Mabunji Aboriginal Resource Indigenous Corporation	\$333,708.51
MacKillop Family Services Limited	\$1,207,876.23
MAF International	\$53,771.00
Mala'la Health Service Aboriginal Corporation	\$659,108.51
Mantiyupwi Family Trust	\$1,121,881.68
Melaleuca Refugee Centre Torture & Trauma Survivor's Service of the Northern Territory Inc	\$754,014.30
Mental Health Association of Central Aust Inc	\$2,262,592.00
Menzies School Of Health Research	\$400,000.00
Mission Australia	\$10,440,002.81
Miwatj Health Aboriginal Corporation	\$150,000.00
MusicNT Incorporated	\$172,500.00
National Association for Prevention of Child Abuse and Neglect	\$660,922.46
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	\$456,934.20
Ngurratjuta/Pmara Ntjarra Aboriginal Corporation	\$605,850.00
North Australian Aboriginal Family Legal Service - Aboriginal Corporation	\$495,231.00
North Australian Aboriginal Justice Agency Ltd	\$436,397.06
Northern Territory Council of Social Service Incorporated	\$566,521.66
Northern Territory Legal Aid Commission	\$134,428.00
Northern Territory Shelter Incorporated	\$3,039,742.54
Northern Territory Stolen Generations Aboriginal Corporation	\$124,388.88
Northern Territory Working Women's Centre Incorporated	\$61,837.00
One Tree Community Services Inc	\$1,588,095.86

Organisation name	Amount funded \$
Our Watch Limited	\$96,000.00
Relationships Australia Northern Territory Inc	\$150,000.00
Ruby Gaea Darwin Centre Against Sexual Violence Inc	\$279,634.00
SAVE THE CHILDREN AUSTRALIA	\$1,490,050.00
St Vincent De Paul Society (NT) Inc	\$3,137,932.00
Tangentyere Council Aboriginal Corporation	\$9,535,241.56
Tennant Creek Mob Aboriginal Corporation	\$200,000.00
Tennant Creek Women's Refuge Inc	\$1,487,826.56
Thamarrurr Development Corporation Ltd	\$1,064,274.97
The Equality Institute Pty Ltd	\$172,500.00
The Salvation Army (NT) Property Trust	\$5,887,021.43
Top End Association for Mental Health Inc.	\$750,000.00
Top End Women's Legal Service Inc	\$142,493.00
UMNT Incorporated	\$172,500.00
University Of Technology Sydney	\$10,000.00
Women's Safety Services of Central Australia	\$3,721,884.49
World Vision Australia	\$385,673.98
Wurli-Wurlinjang Aboriginal Corporation	\$460,748.84
Yalu Aboriginal Corporation	\$777,551.17
Yilli Rreung Housing Aboriginal Corporation	\$8,060,110.00
yourtown	\$108,515.26
Yugul Mangi Development Aboriginal Corporation	\$322,100.50
YWCA Australia	\$7,015,867.80
<b>Grand Total</b>	<b>\$140,352,816.37</b>

