

TERRITORY FAMILIES

Annual Report

2018-19



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Dear Minister

TERRITORY FAMILIES 2018-19 ANNUAL REPORT

In accordance with the provisions of the *Public Sector Employment and Management Act 1993*, I am pleased to submit to you the Territory Families 2018–19 Annual Report.

Pursuant to the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*, I advise that, to the best of my knowledge and belief:

- a) proper records of all transactions affecting the agency are kept and that the agency's employees observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and the Treasurer's Directions;
- b) agency procedures provide proper internal control, and a current description of those procedures is recorded in the Corporate Handbook which delivers the requirements of the Accounting and Property Manual and has been prepared in accordance with the requirements of the *Financial Management Act 1995*;
- c) no major breach of legislation or delegation, major error in or omission from the accounts and records exist. The agency has implemented appropriate risk and fraud control frameworks to minimise and detect the incidence of fraud, maladministration and measures have been taken to recover the proceeds of maladministration or fraud against the agency when identified;
- d) in accordance with the requirements of Section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the agency is adequate and the results of internal audits have been reported;
- e) the financial statements in this annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions;
- f) in accordance with the requirements of Section 28 of the *Public Sector Employment and Management Act 1993*, all public sector principles have been upheld; and
- g) with respect to my responsibilities under Section 131 of the *Information Act 2002*, procedures within the agency complied with the archives and records management provisions prescribed in Part 9 of the *Information Act 2002*.

Yours sincerely



Ken Davies

Chief Executive Officer
30 September 2019

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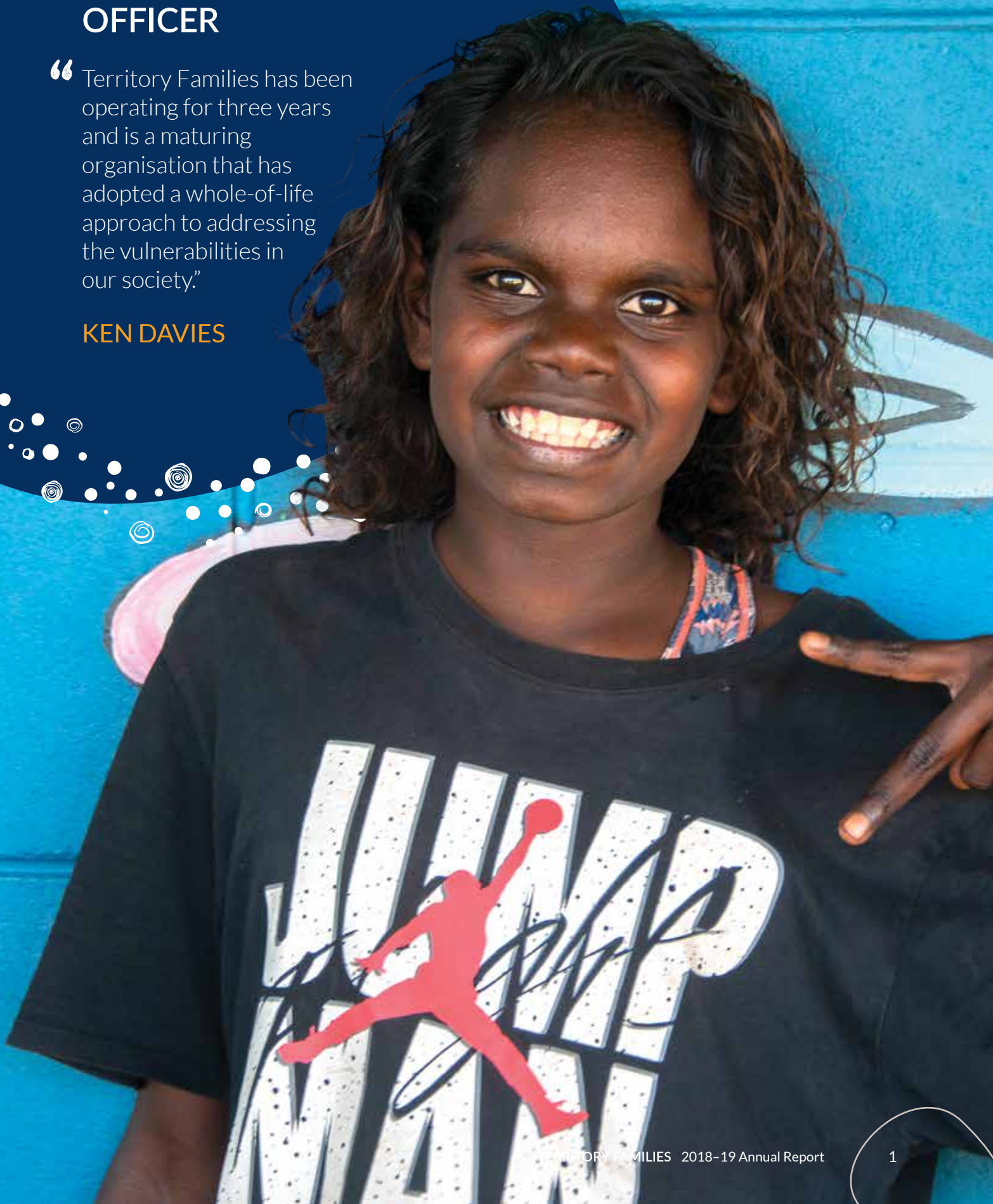
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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

“ Territory Families has been operating for three years and is a maturing organisation that has adopted a whole-of-life approach to addressing the vulnerabilities in our society.”

KEN DAVIES



Welcome to the third annual report of Territory Families covering the 2018–19 financial year.

Territory Families has been operating for three years and is a maturing organisation that has adopted a whole-of-life approach to addressing the vulnerabilities in our society, in particular through our approach to bringing key portfolios together into a single family support agency.

Territory Families is reforming old systems and approaches with the objective of improving long term child, family and community outcomes. In the reporting period, we continued to deliver a coordinated effort to effect meaningful and generational change to the lives of children and young people.

We have built a sophisticated and committed Department comprising some 895.9 full time staff and with a budget of \$330.623 million. Through our work we are committed to protecting children, supporting families, reducing domestic, family and sexual violence; addressing youth offending; creating safer communities; supporting seniors and multicultural communities; and enhancing the social inclusion of the Northern Territory.

Following the Government's significant investment through Safe, Thriving and Connected, Territory Families has made significant progress in implementing improvements that benefit children, families and communities. Some of the fundamental building blocks of a new system – the laws, the case management system and our partnerships – are now in place.

Territory Families has a large remit and there is much work to be done. However the work done so far has significantly changed systems and made real improvements to core practice and policy – enabling the agency to respond more effectively to the challenges that will always arise in this complex portfolio.

Some of our key achievements in 2018-19 include:

- Adopting a whole-of-agency Aboriginal Cultural Security Framework to improve the quality of our services to Aboriginal clients and empower families and the community to connect with our organisation
- Funding partnerships with Aboriginal Controlled Organisations which have increased the number of kinship carers to unprecedented levels
- Adopting the Signs of Safety Practice Model, to improve the way we engage and empower families and communities to keep children safe, and ensure that our assessment of safety risk remains contemporary
- Commencing the Transforming Out-of-Home Care program of reform, which has for the first time provided a detailed plan to manage services effectively and efficiently
- Delivering new major investment in youth justice programs including the Back on Track programs to direct young people into training and employment
- Delivering key initiatives under the Domestic, Family and Sexual Violence Reduction Framework Action Plan 1: Changing attitudes, intervening earlier and responding better
- Delivering three amendments to our legislation to improve our systems and embed additional responsibilities into our practice across child protection, youth justice and domestic and family violence reduction
- Completing major work to our current detention facilities, whilst continuing to implement new staffing models, training, and management oversight processes that reform our detention service and plan for new infrastructure
- Reforming our central intake service and the child abuse hotline – including the establishment of the FACES family support hotline service and improved call triage

- Expanding our partnership with Charles Darwin University to improve staff capability and provide employment options to local graduates
- Establishing and delivering the \$4.1 million Regional Youth Services Fund to improve support for activities and programs that address the needs of vulnerable young people
- Implementing the reformed Northern Territory Concession Scheme and Seniors Recognition Scheme
- Providing frontline staff with more mobile technology and less administrative burden so that they can maximise time spent with clients.

Family Support and Child Protection

In 2018-19, we have seen reductions in the demand for child protection services as a result of our investment in early intervention and prevention, our new approach to family support and our improvements to child protection processes and practice.

More families are contacting Territory Families for support – including through new systems and programs such as our FACES (Families and Children Enquiries and Support). The FACES service has received significant uptake and is now increasingly being used to provide help and support and to empower families and children before problems escalate.

Territory Families partnered with the Aboriginal Medical Services Alliance of the Northern Territory to develop a new model of Early Intervention and Family Support Services that is forming the basis of our future approach to family support led by Aboriginal Controlled Organisations.

Territory Families has delivered on its commitments to increase staffing in central intake; develop a professional notifiers guide; online Professional Reporter’s Tool, establish a new clinical practice directorate and adopt new policy approaches and practice through the Signs of Safety model.

More families are contacting Territory Families for support – including through new systems and programs such as our FACES



Out-of-Home Care

Our out-of-home care system continues to improve. In 2018-19 three new Aboriginal Controlled Organisations were funded and empowered to take responsibility for family-finding and kinship carer recruitment and support. These partnerships have led to the single biggest increase in authorised kinship carers and Aboriginal children placed with Aboriginal carers.

Throughout 2018-19 we have also been working to design the future out-of-home care model. The new service delivery model provides a system and services focused on, and responsive to the needs of, children and young people in care. The design work delivered in 2018-19 provides a strong basis for continuous improvement and efficient management of the out-of-home care system into future years.

We have been working to design the future out-of-home care model.

Youth Justice

Territory Families has been working to modernise the youth justice system using evidenced-based contemporary practice to create generational change.

There has been significant investment in youth justice programs to ensure young people are held accountable for their actions in ways that change their behaviour and ensure that there are consequences for offending. This has included introducing new youth diversion and alternatives to detention through the Back on Track and the Breaking the Cycle of Crime programs. In addition our Youth Outreach and Reengagement Program has continued to expand and improve throughout 2018-19, as have our Bail Accommodation and Bail Support services.

Improving youth justice infrastructure remains a priority and work is continuing to refurbish the Alice Springs Youth Detention Centre and identify a site for the development of a new Darwin Youth Justice Centre. Work has also progressed on the development of a Youth Work Camp in Tennant Creek.





We are working to reduce domestic, family and sexual violence.

Domestic Family and Sexual Violence

We are working to reduce domestic, family and sexual violence through a focus on changing attitudes and intervening early. The Domestic Family Violence (Information Sharing) Bill 2017 was passed in Parliament in November 2018 and included updated regulations, guidelines, workforce training and practice tools.

A range of initiatives were delivered under the first of three Action Plans of the Government's 10-year Domestic, Family and Sexual Violence Reduction Framework 2018-2028. This included the first ever sharing of information and Strengthening Our Practice conference and service system reviews to identify ways to improve service delivery. Two major infrastructure projects were progressed to establish a women's safe space in Galiwin'ku and build a new women's safe house in Alice Springs.

Territory Families has led the development of Information Sharing Guidelines as part of the implementation of the Domestic and Family Violence (Information Sharing) Bill 2017 which commenced on 30 August 2019.

A new Risk Assessment Tool and training package is being developed to support agencies and organisations comply with this scheme, to ensure information is available and handled with sensitivity, and to take action sooner to prevent and address domestic and family violence.

Reform Management

We are continuing to implement our plan for action and delivering on the recommendations of the Royal Commission through the 'Safe Thriving and Connected: Generational Change for Children and Families' Strategy. We are using a collaborative approach, with Territory Families working with the departments of Health, Education, Attorney General and Justice, Local Government, Housing and Community Development and the Northern Territory Police to make sure our actions are coordinated and delivered across government. Through the Children and Families Tripartite Forum we are working in partnership with Aboriginal and non-government organisations and the Australian Government, pursuing a joined up approach to ensure we provide culturally appropriate and respectful service delivery to the Northern Territory community.

Seniors, Pensioners and Carers

On 1 July 2018, Territory Families introduced the new Northern Territory Concession Scheme and Northern Territory Seniors Recognition Scheme. The Concession Scheme assists eligible Territorians with the cost of living. The Seniors Recognition Scheme recognises the valuable contribution of seniors in the Territory. Thorough membership confirmation processes and controls have ensured these schemes are reaching their intended recipients. Work with Centrelink and a range of new partners is expanding accessibility – particularly for members in remote areas of the Northern Territory.

Community Engagement and Programs

Territory Families continued to provide targeted services in areas of Gender Equity and Social Inclusion including Youth Services and Multicultural Affairs. In 2018-19 we engaged groups and communities in positive events and used grants to support programs that contribute to the vibrancy of the Northern Territory.

As a result of all this effort, in 2018-19 we have seen major improvements in our client outcomes data:

- more families are seeking and receiving help
- there have been fewer child protection notifications, investigations and substantiations
- fewer children have entered care – and the total number of children in out-of-home care has stabilised
- there are significantly more Aboriginal children with Aboriginal carers (up 14 per cent) and more Aboriginal families being registered as carers (up 17 per cent)
- there are significantly more children in community supervision and fewer in detention. This moves the Northern Territory towards the national average, although we remain a significant outlier in the rate at which we remand and sentence children to detention.



Territory Families is now an established Agency with a strong and contemporary vision that is fulfilling its statutory early intervention, support and advocacy responsibilities.

Our staff have chosen to work in an agency that has a broad social purpose and, at times, significant and complex challenges to overcome. The data from our 2018 People Matter Survey shows that 85 per cent of our workforce believe in the purpose and objectives of the agency, and 84 per cent have a clear understanding of how their work contributes to the agency's objectives. Our work is not easy, but everyone can be proud of the progress we have made this year.

We are committed to empowering children and families for a safe and better future, where all Northern Territorians are valued and supported.

Ken Davies
Chief Executive Officer

30 September 2019



one
**ORGANISATIONAL
OVERVIEW**

ABOUT US

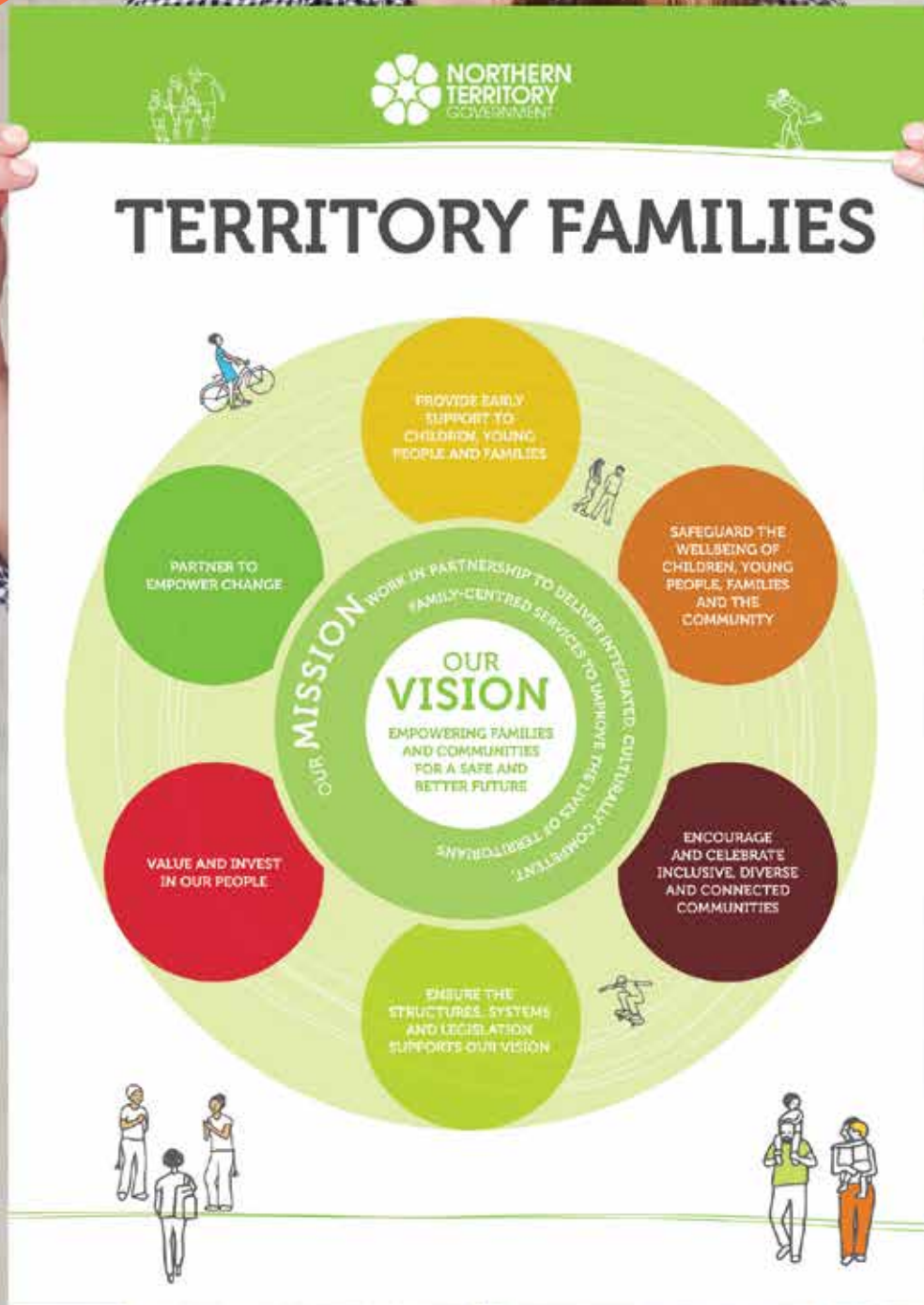
Territory Families brings together the Northern Territory Government's responsibilities for a whole-of-life approach to the services we provide to the people of the Northern Territory.

Through all our functions we acknowledge the primacy of Aboriginal cultures and are committed to reducing domestic, family and sexual violence, creating safer communities, retaining and attracting seniors, valuing multicultural groups and supporting the Northern Territory's diverse communities.

Our functions are:

- **Family support:** Support families and parents to raise strong and healthy children in safe environments by providing support before, during and after contact with the care and protection system
- **Child protection:** Protect children from harm by undertaking investigations, conducting child safety planning, providing assistance to families and taking children into care
- **Out-of-home care:** Support children in the care of the agency's Chief Executive including placement (in accordance with the Aboriginal Child Placement Principle), case management, recruitment and support for carers, and transition out of care
- **Youth Justice:** Provide early intervention and targeted youth programs and services that contribute to community safety and reduce offending and re-offending by young people
- **Domestic, family and sexual violence:** Reduce and address the negative effects of domestic, family and sexual violence through the design and implementation of policy and working collaboratively with non-government organisations to deliver services
- **Reform Management Office:** Coordinate whole of government reform to children and families services across the Territory. Establish and oversee Child and Family Centres to provide tailored and coordinated services to vulnerable families and assist families to access and navigate local services and support ongoing evaluation of programs delivered to vulnerable families
- **Seniors, pensioners and carers:** Encourage seniors, pensioners and carers to remain in the Territory through policy, projects and initiatives that focus on financial support, connection and safety
- **Gender equity:** Enhance gender equity and awareness, and acceptance of gender diversity through the coordination of community engagement activities and development of partnerships with the non-government sector
- **Social inclusion:** Enable young people, the multicultural community and other community groups to be celebrated, socially connected and active participants in their community through events, activities and programs
- **Corporate and governance:** Support the agency to achieve its objectives through the provision of financial services, human resource management, information and communication technology, governance, audit and risk, and media and communications.

OUR STRATEGIC PLAN





OUR VISION

Our vision is to empower families and communities for a safe and better future.

OUR GOALS

- Provide early support to children, young people and families
- Safeguard the wellbeing of children, young people and families and the community
- Partner to empower change
- Encourage and celebrate inclusive, diverse and connected communities
- Value and invest in people
- Ensure structures, systems and legislation support our vision.

OUR VALUES

Our values define how we work and provide a standard against which we can measure our service delivery. At Territory Families, we care about our clients, our staff and the services we deliver.

- **Compassionate:** we demonstrate empathy through our actions and demonstrate sincerity and fairness in our work with them
- **Accountable:** we are open and transparent and accept responsibility for our actions
- **Respectful:** we value the perspectives, contributions, knowledge and diversity of others
- **Collaborative:** we work in partnership for better outcomes
- **Professional:** we are committed to service and operate with courtesy, competence, efficiency and objectivity
- **Ethical:** we demonstrate honesty, fairness and integrity.

OUR PRINCIPLES

Territory Families has identified the attributes that we display in our everyday activity. Our service delivery is based on the following principles:

CULTURALLY CONSIDERATE

The cultural needs of a child, family or community must be considered and embedded at the centre of all decisions, interactions and practices.

ENABLING AND EMPOWERING

In recognition of the strength and capacity of families and communities to determine their own future we will support young people, families and communities to take ownership of service responses.

OUTCOMES FOCUSED

To achieve positive outcomes for children and families we operate with clearly articulated outputs and objectives that are tailored towards the Northern Territory's unique strengths and needs. A strong emphasis on demonstrating the improving outcomes will provide the foundation for a system that works in partnership with the community.

SHARED POWER, RESPONSIBILITY AND GOVERNANCE

To achieve our vision, the responsibility and power for improving outcomes for children, families and communities in the Northern Territory will be equally shared between the government, non-government and community sector.

CENTERED ON SAFETY

All interactions will promote the safety and wellbeing of children, whilst also preventing the occurrence of any action that may cause harm to a child, their family, the broader community and staff members.

HOLISTIC

The best outcomes for children and young people will be achieved through the adoption of family-focused and proactive wrap-around services that are part of a broader community service system.

RESPOND EARLIER

We will offer support and early intervention and prevention services that strengthen the resilience of families to overcome the underlying contributors to child abuse, neglect, domestic, family and sexual violence and youth offending. We will provide the opportunity for children and families to heal, maintain safety and reach their full potential.



LEGISLATION ADMINISTERED

Territory Families works within a statutory framework and has responsibility for the administration of the following Acts and Regulations:

- *Care and Protection of Children Act (except Part 3.3) 2007*
- *Care and Protection of Children (Placement Arrangement) Regulations 2010*
- *Care and Protection of Children (Screening) Regulations 2010*
- *Care and Protection of Children (Mediation Conferences) Regulations 2010*
- *Adoption of Children Act 1994*
- *Adoption of Children Regulations 1994*
- *Youth Justice Act (except Parts 3 and 4) 2005*
- *Youth Justice Regulations 2006*
- *Guardianship of Infants Act 1972*
- *Domestic and Family Violence Act (chapter 5A) 2007 (from 30 August 2019).*

The Chief Executive is responsible for strategic leadership and management of the agency and is bound to act in accordance with the following Acts:

- *Public Sector Employment and Management Act 1993*
- *Financial Management Act 1995*
- *Contracts Act 1978*
- *Procurement Act 1995*
- *Information Act 2002*
- all other relevant Northern Territory and Commonwealth legislation.

KEY SERVICE DELIVERY LOCATIONS

We are continuing to expand our regional service delivery model as we work to distribute staff closer to where client needs exist. This regional approach allows local decision-making to support the individual needs of families and enable children to remain connected to their culture and communities.

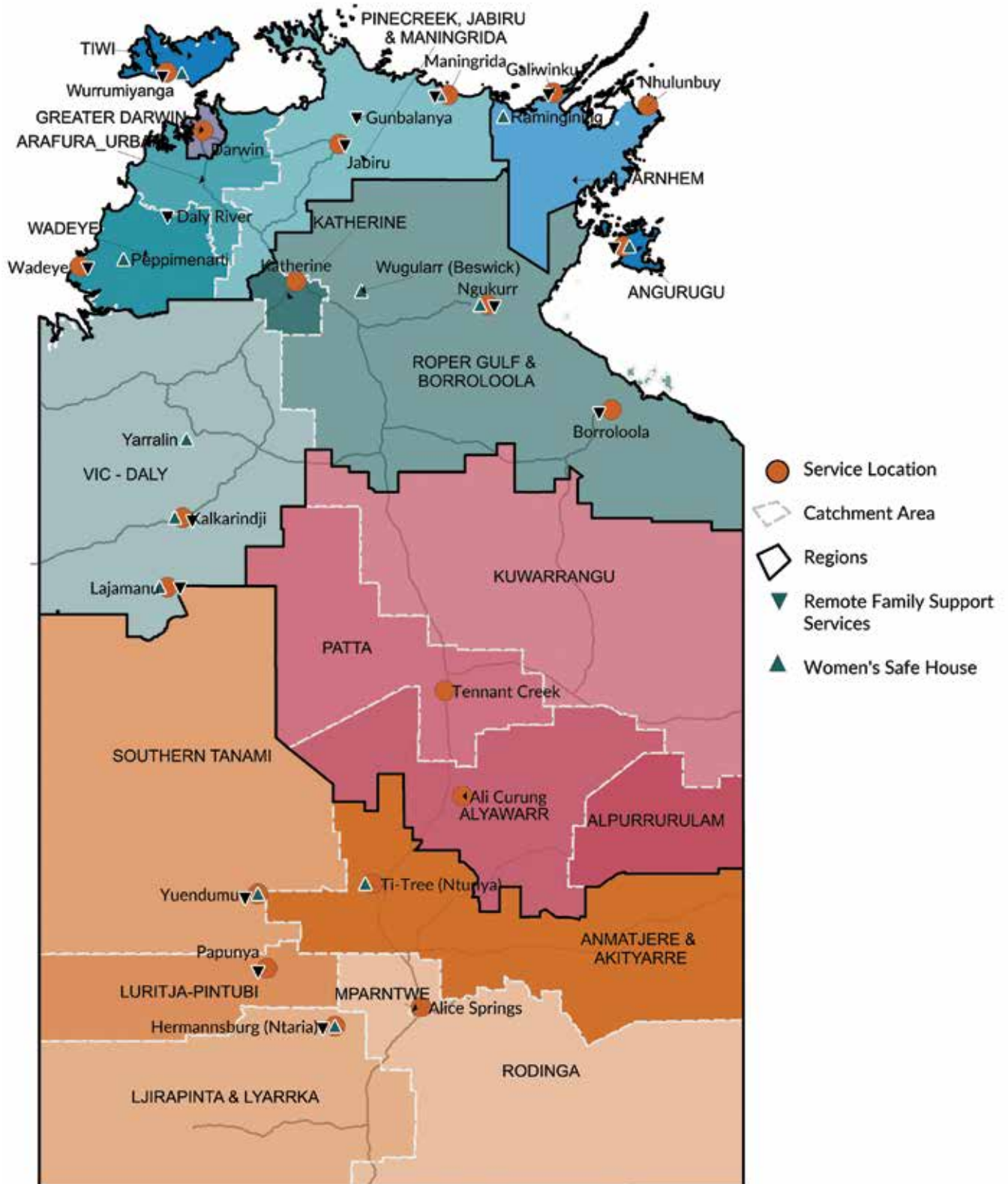
In 2018–19 Territory Families staff worked across 30 locations, with major service offices in:

- Darwin
- Palmerston
- Casuarina
- Nhulunbuy
- Katherine
- Tennant Creek
- Alice Springs.

Territory Families also had an established presence in the following locations:

- Ali Curung
- Angurugu
- Borroloola
- Daly River
- Galiwin'ku
- Gunbalanya (Oenpelli)
- Jabiru
- Kalkarindji/Daguragu
- Lajamanu
- Maningrida
- Ngukurr
- Ntaria
- Papunya
- Peppimenarti
- Ramingining
- Ti Tree
- Wadeye
- Wugularr (Beswick)
- Wurrumiyanga
- Yarralin
- Yirrkala
- Yuendumu.

Territory Families Service Locations



OUR PEOPLE

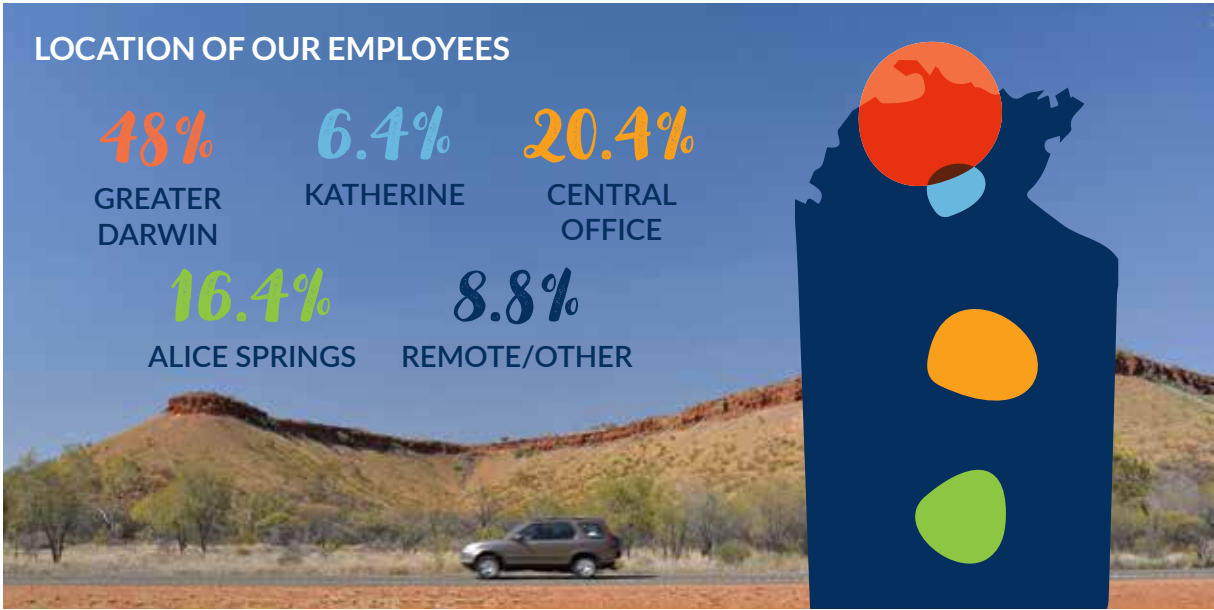
Territory Families employs a diverse, experienced and skilled group of staff that reflect the community we serve. Territory Families staff are dedicated to working to enhance the lives of children, families and seniors.

Our workforce includes:

- child protection practitioners
- youth justice officers
- case support workers
- youth workers
- transition from care officers
- adoption practitioners
- interstate liaison officer
- placement practitioners
- practice leaders and Aboriginal practice leaders
- remote family support workers
- Aboriginal community workers
- carer assessment and support workers
- court officers
- women's safe house workers
- residential care workers
- family safety framework coordinators
- therapists
- youth outreach and reengagement officers
- customer service officers
- education and training officers
- complaints and practice review officers
- media and communication officers
- lawyers
- policy and project officers
- accountants and financial officers
- executives and
- administrative officers.

At the end of the reporting period Territory Families' workforce comprised 895.9 full-time equivalent (FTE) paid staff.

Areas of expansion included the number of youth justice officers and staff in detention centres, and recruitment to new roles in Specialist Treatment Services, Youth Directorate, Regional Youth Coordinators, and the Clinical Practice Directorate. We also increased and enhanced the Youth Outreach and Reengagement Team, the Families and Children Enquiries and Support (FACES) service and the team managing implementation of the Northern Territory Seniors Recognition Scheme and Concession Recognition Scheme reform.



OUR WORKFORCE



- RETENTION**
71.5% had more than one year of experience with Territory Families
- FEMALE STAFF**
66.2% of our workforce were female - that is an increase of **3.5%**
- LEADERSHIP**
69% of our leadership team were female **12.5%** were Aboriginal
- EXPERIENCE**
17% had 10 years NTPS experience and **22%** had more than five years
- EQUALITY**
1.2% identify with disability
17.4% identify as being from a non-English speaking background



Territory Families Executive Leadership Group (plus observers).

There were 593.1 female staff which was 66.2 per cent of the workforce. Women occupied 37.9 of our 54.9 senior management positions which was 69 per cent of such positions. Senior management is the SA02/SP2 level or above.

Aboriginal employees accounted for 157.8 positions or 17.6 per cent of the workforce, an increase of 30.5 (24 per cent) compared to the 127.3 Aboriginal employees at the same time last year.

A total of 10.9 staff, or 1.2 per cent, identified as people with a disability.

For more details on Territory Families staffing and workforce refer to the content under Agency Goal 5 'Value and Invest in Staff'.

OUR LEADERSHIP

Throughout 2018-19 Territory Families was led by Mr Ken Davies. In addition to the role of Chief Executive Officer of Territory Families, Ken was also the Chair of the Children and Families Standing Committee, and Secretary to the Children's Sub-Committee of Cabinet.

Territory Families is led by:

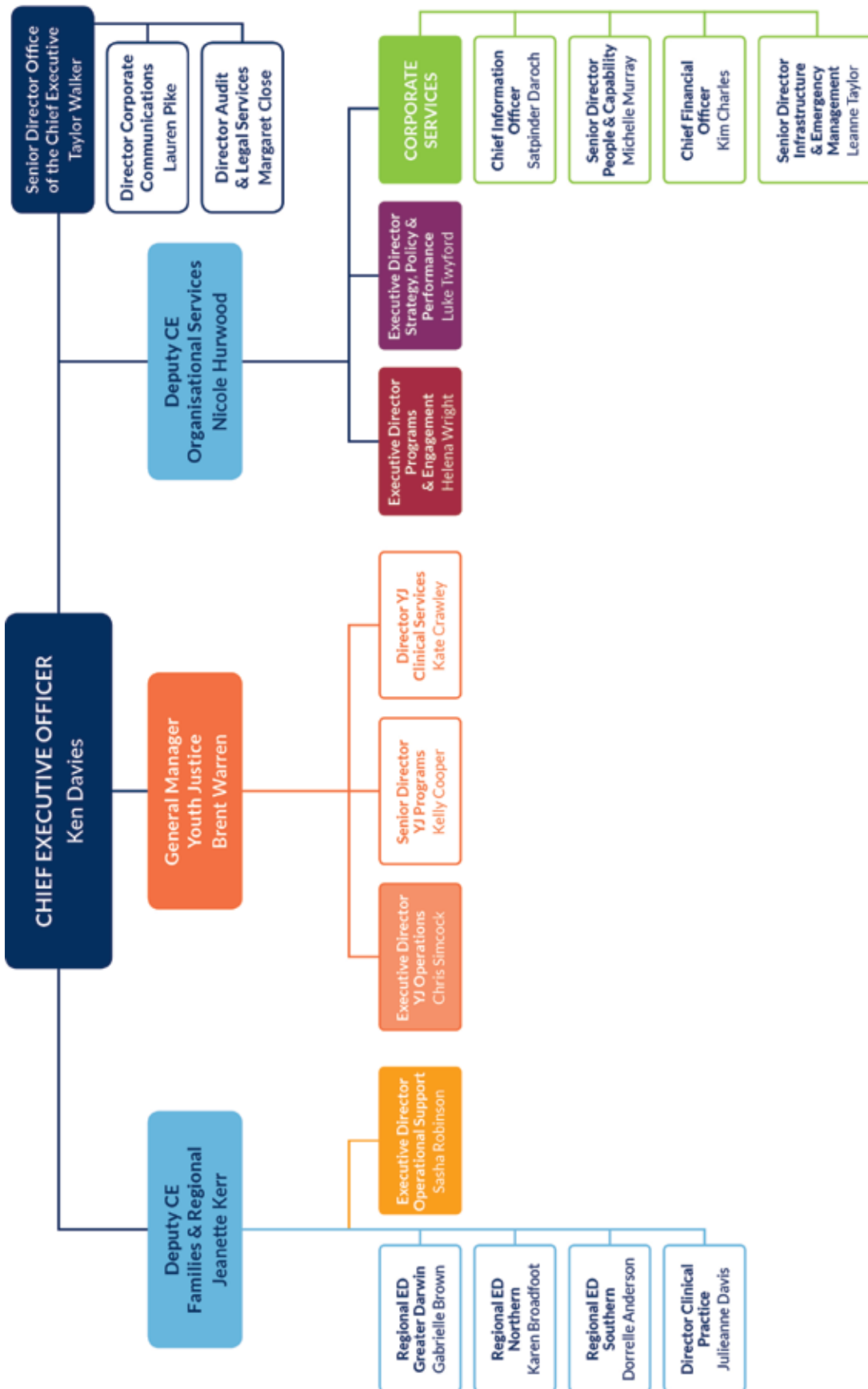
- **Mr Ken Davies**
Chief Executive Officer
- **Ms Jeanette Kerr**
Deputy Chief Executive Officer,
Families and Regional Services
- **Ms Nicole Hurwood**
Deputy Chief Executive Officer,
Organisational Services
- **Mr Brent Warren**
General Manager,
Youth Justice.

Members of the Senior Executive Group and the Executive Leadership Group make up the governance structure at Territory Families and provide leadership, guidance and support.

During 2018-19 there were some changes to the Executive team with Ms Danyelle Jarvis, Mr Keith Whenmouth and Mr Damian Worley leaving Territory Families. In return, Territory Families was fortunate to gain the knowledge and experience of Ms Helena Wright, Ms Leanne Taylor and Ms Michelle Murray who joined the agency in Executive roles.



Territory Families Organisational Chart





two

2018-19
PERFORMANCE
OVERVIEW

OUR PERFORMANCE

FIGURE 1: Our Budget Paper KPIs at a Glance

BP3 Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2018-19 Budget
Family and Parent Support						
Number of family support cases commenced to support families with identified needs				1,120	848	1,476
Proportion of children who were the subject of a substantiation in the previous financial year, who were the subject of a subsequent substantiation within 12 months		23%	21%	26%	24%	24%
Child Protection						
Child protection notifications received	17,032	20,465	22,313	24,743	23,482	26,000
Child protection investigations finalised	6,870	8,167	9,027	10,448	5,811	11,600
Child protection investigations substantiated	2,075	1,907	2,265	2,366	1,635	2,700
Proportion of substantiations within 12 months of a decision not substantiated	19%	19%	17%	22%	17%	19%
Out-of-Home Care						
Children in out-of-home care	997	1,020	1,049	1,061	1,054	1,055
Children admitted to out-of-home care	335	315	304	297	248	250
Children exiting out-of-home care	251	304	281	286	258	310
Proportion of children admitted to out-of-home care who are Aboriginal	88%	93%	90%	89%	88%	90%
Foster places of care at 30 June	229	249	272	279	302	270

BP3 Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2018-19 Budget
Kinship places of care at 30 June	205	205	215	254	297	260
Proportion of Aboriginal children placed with an Aboriginal carer	34%	36%	32%	34%	37%	37%
Percentage of children who are in out-of-home care longer than 2 years and with only one placement in the last 12 months	88%	87%	89%	89%	86%	90%
Youth Justice						
Number of young people completing a restorative justice conference and agreement			25	262	269	175
Proportion of youths successfully completing community based orders	51%	51%	60%	68%	69%	70%
Number of receptions into a youth detention facility	462	530	519	393	363	380
Daily average number of young people in detention	42	49	37	39	35	38
Proportion of daily average detention population who are Aboriginal	95%	96%	96%	97%	98%	96%
Proportion of daily average detention population who were on remand			75%	71%	72%	70%
Domestic Violence						
Number of clients provided with crisis accommodation services		4,762	6,536	6,003	5,806	7,000
Number of child protection notifications associated with domestic and family violence			7,134	7,436	6,788	7,700

BP3 Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2018-19 Budget
Gender Equity						
Number of initiatives to enhance gender equity and diversity supported			29	71	65	35
Social Inclusion						
Number of supported community events for Young Territorians			146	142	162	140
Number of supported multicultural community events supported			109	123	112	110
Seniors Pensioners and Carers						
Pensioner and Carers that accessed a concession		19,546	19,345	18,717	18,661	22,000
Proportion of senior Territorians registered for benefits				94%	73%	97%
Number of community events for senior Territorians supported	-		45	53	55	55

OUR 2018-19 PRIORITIES

In 2018-19 Territory Families prioritised:

Putting children at the heart of government

- Supporting and empowering communities and families to tackle problems through targeted investment in prevention and early intervention programs and services
- Coordinating whole of government reforms to improve outcomes for children and families in response to the Royal Commission into Institutional Responses to Child Sexual Abuse and the Royal Commission into the Protection and Detention of Children in the Northern Territory
- Responding to increasing demand for child protection services by providing alternative pathways, investing earlier in children and supporting vulnerable families
- Enhancing and improving the services provided to young people across the Territory
- Expanding the service delivery role of Aboriginal controlled organisations
- Partnering with Aboriginal controlled organisations to design a holistic, culturally appropriate, trauma-informed and child-centred out-of-home care system focused on achieving the best outcomes for children and young people
- Improving the transition to independent living for children in care by expanding and enhancing planning and support.

Safer communities

- Reforming the Territory's youth justice and child protection systems as part of the Government's response to the recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory
- Embedding a focus on diversion and rehabilitation in the youth justice system
- Enhancing support for victims of domestic, family and sexual violence in the community
- Supporting people to engage in the community and the workforce through activities and opportunities that encourage participation, inclusiveness and social connection
- Creating conversations about gender equity and diversity to value the contributions of all Territorians
- Ensuring senior Territorians are respected and supported through opportunities to engage in activities and access support to reduce and respond to elder abuse.

KEY EVENTS - YEAR AT A GLANCE

2018

July

Launch of the new Northern Territory Seniors Recognition Scheme and the Northern Territory Concession Scheme.

Established the Clinical and Professional Practice Directorate to improve case management practice, and provide better support and professional development to frontline staff.

Changes to central intake and investigation policies mean that workers can now focus on achieving better client outcomes through one client case.



August

Funding of \$1 million provided to Grow Well, Live Well in Palmerston to promote improved lifestyle outcomes for children and young people, with a focus on early intervention for those most vulnerable.

The new Aboriginal Carers Growing Up Aboriginal Children Grants were awarded to Aboriginal organisations - marking the first step in the transition to a new out-of-home care model.



September

Six Aboriginal and community organisations funded through the first round of the Safe, Respected and Free from Violence Prevention Fund grants to implement prevention programs.

A permanent child protection presence was established in Ali Curung with a Child Protection Practitioner and a Senior Aboriginal Community Worker living and working in the community.

The October School Holiday Calendar was launched and included 294 activities to engage children and young people in Darwin, Alice Springs, Tennant Creek, Katherine and Palmerston.

Over 62 per cent of Territory Families workforce responded to the People Matter Survey, well above the 46 per cent Northern Territory Public Sector average response rate.



October

Funding of \$52,020 was provided to community organisations and schools to create projects, events, and activities that promote cultural diversity as part of Harmony Day celebrations.

The Alice Springs Interagency Case Management Group (ICMG) was established to reduce crime and anti-social behaviour by providing early intervention and case management to 30 high-risk young people and their families.

Mobile tablet devices were distributed to 220 frontline child protection workers to help them make more informed decisions in the field and access essential software programs and systems.

November

The first progress report was handed down one year after the release of the Royal Commission into the Protection and Detention of Children in the Northern Territory Final Report. The report details major achievements and completion of 33 out of 218 recommendations with 47 recommendations well progressed, 122 underway and 16 not yet started.

Territory Families was awarded the Chief Minister Award for Partnerships.

Public tender released for the development of a new \$66.9 million Client Management System Alignment program (CMSA) to store all information about a client, significantly improve record keeping and reporting, and provide a single source of truth for frontline workers in child protection and youth justice.



December

The \$5 million Back on Track program was announced to provide the police and Courts with more diversion and alternative sentencing options. The program is for children and young people aged between 8 and 17 years in Greater Darwin, Alice Springs, Tennant Creek, Katherine and Nhulunbuy.

The December / January School Holiday Calendar was released with more than 900 activities to engage children and young people. Funding of \$1.1 million was awarded through the new one year Regional Youth Activities grants program.

The \$3.3 million design tender for the new Darwin Youth Justice Centre and the refurbished Alice Springs Youth Detention Centre was awarded to local consultancy, Bennett Design.

The Breaking the Cycle of Youth Crime in Palmerston plan was launched with key features including a new Crossover Families Unit and a Youth Night Patrol operated by Larrakia Nation.



2019

January

The new Online Professional Reporters Tool was released to NT public sector employees to report child protection concerns. The tool is a major step forward in the reform of the Central Intake service and will provide professionals another pathway for mandatory reporting of child protection matters.



February

The Northern Territory Government's domestic violence prevention action plan – Action Plan 1: Changing Attitudes, Intervening Earlier and Responding Better 2018-2021 was launched. The plan will implement key actions to prevent domestic, family and sexual violence from happening in the first place.

A new, annual \$0.3 million funding agreement was announced for the Galiwin'ku Women's Safe Place to help fund operational costs for the service delivery of domestic and family violence, prevention and crisis response.

The Breaking the Cycle plan was launched to tackle youth crime and anti-social behaviour in Alice Springs. The centrepiece of the Plan is the creation of seven new Youth Engagement Night Officer (YENO) positions. The YENOs will engage with at-risk young people on the street, seven days a week.



March

17 new members of the NT Youth Round Table 2019 were appointed and their first meeting was held.

The Northern Territory Government passed amendments to the *Youth Justice Act 2005* to clarify and tighten the existing framework for managing safety and security risks within the youth detention centres. The amendments make the roles, powers and functions of youth justice staff clearer.

Funding of \$0.21 million was announced for Operation Flinders to deliver an additional four wilderness camps to divert young people away from the youth justice system.

Territory Families entered into a collaborative strategic partnership with Charles Darwin University. The agreement will strengthen existing relationships, provide experience and placement opportunities for students and increase the number of qualified full-time frontline child protection workers.

The Territory Families Welfare Group was established in response to Tropical Cyclone Trevor. Four evacuation centres were set-up with more than 2,076 people registering at the centres. Emergency relief payments were successfully provided for the first time using a new debit card.



April

NT Youth Week celebrations began, coinciding with the April school holiday program, and included more than 200 activities to engage young Territorians.

Twenty eight new youth justice officers graduated from induction training and started on the job, working in youth detention centres across the Northern Territory. The new youth justice officers were the first to complete the enhanced training program with training drills and practical learning.



April

Nine young people from Katherine successfully completed Operation Flinders, a wilderness camp designed to target at-risk and vulnerable young people and to divert them away from the youth justice system.

May

Territory Families appeared before two scrutiny committees to present new amendments to the *Youth Justice Act 2005*, *Care and Protection of Children Act 2007*, *Bail Act 1982* and *Police Administration Act 1978*.

More than 150 frontline workers and specialists attended the Northern Territory's first *Sharing and Strengthening Our Practice* domestic, family and sexual violence conference in Darwin.

The Northern Territory Government announced funding for youth justice infrastructure to provide alternatives to detention in regional areas of the Northern Territory. This included \$3.6 million to establish a Barkly Youth Work Camp in Tennant Creek.



June

Launch of the Palmerston Youth Action Plan which was developed by the community and young people of Palmerston to support young people, create safe and inclusive youth spaces and increase cultural connectedness.

Seven new Youth Engagement Night Officers (YENOs) started working in Alice Springs with at-risk young people seven days a week from 8pm-3am to address anti-social behaviour, put at-risk young people back on track and make referrals for ongoing support, programs and services.

More than 400 activities were announced as part of the July School Holiday program to engage young people across the Northern Territory.



RESPONSE TO THE ROYAL COMMISSIONS

Throughout 2018-19 Territory Families has delivered reforms outlined in the Safe, Thriving and Connected: Generational Change for Children and Families plan. In response to the Royal Commission into the Protection and Detention of Children, Territory Families continued to progress significant reforms and completed 79 specific recommendations.

The key achievements in 2018-19 included:

- progressing two Bills to Parliament that implemented 23 explicit recommendations covering:
 - improved care planning, reunification and transition from care requirements
 - improving the application of diversion and bail
 - introducing early intervention and family led decision making
 - explicitly incorporating the use of interpreters into key processes
 - introducing time limits when children are in custody
- implementing the Aboriginal Carers, Growing up Aboriginal Children, which delivered on commitments to outsource out-of-home care and invest in community based organisations
- increasing staff levels, training and roles through a new Detention Centre model of care
- improved record keeping and reporting requirements for all staff, but specifically through new systems introduced in detention
- improvements to detention centre infrastructure
- continued expansion of bail support and community supervision programs to form an effective youth justice system
- reforms to central intake including the dual pathways model and new decision making tools that focus on child and family safety

- reforms to the out-of-home care model, including new contracts, services and oversight mechanisms focussed on the quality of care
- improved use of interpreters and family led-decision making through investment in the Aboriginal Interpreter Service and the adoption of the Signs of Safety practice model
- introduction of new data reporting, analysis and evaluation programs including the provision of compliant youth justice data to the Australian Institute of Health and Welfare.

In March 2019 the Northern Territory Government released its first annual progress report in response to the recommendations from the Royal Commission into Institutional responses to Child Sexual Abuse. In total the Royal Commission made 409 recommendations for action by state and territory governments, the Commonwealth Government and religious, education, sporting and recreational institutions. Key Territory Families achievements in 2018-19 included:

- endorsed the national Child Safe Principles developed collaboratively between all jurisdictions. The principles are central to the Northern Territory Government's legislative reform agenda and will inform the development of a single act for children to ensure the safety and wellbeing of children is central to decisions and policy development

GOAL 1:

PROVIDE EARLY SUPPORT TO CHILDREN, YOUNG PEOPLE AND FAMILIES

SUMMARY OF ACHIEVEMENTS

Territory Families is committed to intervening earlier to prevent children, families and individuals from entering crisis support systems. Throughout 2018-19 we have improved the way we support individuals, families and communities.



We have expanded the range and scope of family and parenting support services, invested in domestic violence prevention programs, reformed the entry point for child protection, focused on sexual violence reduction and improved our investment in positive youth programs.

Our focus in early intervention family support included the continuation of the Strengthening Families and Remote Family Support teams and the funding of non-government organisations to deliver a wide range of programs including intensive youth services, toy libraries, place-based therapy and parenting support and advice lines and resources, community education and the Intensive Family and Parenting Support.

In 2018-19 there was significant improvement in the family support system, and there are indications that this is reducing the number of families that are coming into the child protection and other statutory response systems. To 30 June 2019 there were 1,408 children whose families were engaged in Territory Families provided family support services, a 24 per cent increase from 30 June 2018. The number of children with subsequent substantiations is reducing, and more families are contacting Territory Families for support – including through new systems and programs such as our Families and Children Enquiries and Support (FACES) service.

Reform of the Central Intake Service

Through our Central Intake Service, Territory Families improved how we receive and respond to child protection notifications. The Central Intake Service is a 24-7 call centre that receives all notifications whenever a member of the public has concern about the safety of or harm to a child. It provides a triage system through which the Central Intake Team assesses and prioritises responses for further action, including referral to FACES for early intervention and prevention support.

In 2018-19, Territory Families has delivered on commitments to improve its central intake service and processes. Staffing in Central Intake has been boosted from 26 to 34 frontline roles including the appointment of a senior practice leader to oversee and ensure practice excellence, innovation and continuous improvement.

A professional notifiers guide and portal have also been rolled out and makes it easier for professional staff in other agencies to provide a higher quality of information as part of their mandatory reporting obligations.

Territory Families introduced an intake triage service to answer calls and manage online reports, collect the presenting concerns and prioritise service to expedite Territory Families' response. We also made it easier for professional

notifiers to make a mandatory report by introducing the Online Professional Reporters Tool. The new tool improved the quality of information received, streamlined the process, and increased accessibility and reduced service.

Reforms to the Central Intake service aligned with recommendations from the Royal Commission into the Protection and Detention of Children in the Northern Territory, the Royal Commission into Institutional Responses to Child Sexual Abuse, Territory Families internal reviews, and recommendations from the Office of the Children's Commissioner.



Implementation of Families and Children Enquiries and Support (FACES)

In 2017-18 Territory Families implemented new services designed to connect families with support before child protection concerns occur. This included providing a service to provide increased support services to families seeking advice and early assistance, diverting them away from the Child Abuse Hotline.

The FACES telephone hotline provides an opportunity for early intervention by connecting families with tailored support services and resources across the Northern Territory.

This service can be accessed by anyone in the community, including parents and carers, and professionals, who are seeking advice on resources and services that can help, support and empower families to care for their children.

It connects families to local services that can help with family support, home support, budgeting and money management, housing and health care, to assist and resolve difficulties and concerns, and prevent problems from escalating.

In the reporting period there were 869 requests for support. FACES received around 72 contacts per month and made approximately 800 referrals to family support services for vulnerable families. There was a five per cent reduction in the number of child protection notifications received since the reform of family support services.

As part of our reform of the family support system, in partnership with the Northern Territory Council of Social Services, Territory Families developed the Northern Territory Social Services Directory. The directory provides information for families and case managers about available services. Information about the directory is available through the Northern Territory Government's website and on the directory itself.

Reducing domestic, family and sexual violence

Domestic, family and sexual violence is a serious and life-threatening problem that crosses all ages, cultural, ethnic and social backgrounds. Data shows there are 61 incidents relating to domestic and family violence on a typical day in the Northern Territory. The victim rate in the Northern Territory is three times higher than anywhere else in Australia, with 1,730 victims per 100,000 people.

In February 2019, Territory Families launched Action Plan 1: Changing Attitudes, Intervening Earlier and Responding Better (2018-21). The Action Plan outlines activities that include strengthening and improving the sustainability of the domestic, family and sexual violence services sector. It progresses the development of domestic and family violence prevention, perpetrator intervention, and safety and recovery services for victims across the Northern Territory. Investment of \$2.74 million in 2018-19 in the action plan was in addition to the \$25.79 million budget for domestic, family and sexual violence services.

A cross-agency working group comprising representatives from government and non-government specialist domestic and family violence agencies and an Aboriginal organisation peak body was established to oversight implementation of the action plan.

The action plan is the first in a suite of three domestic, family and sexual violence action plans under the Northern Territory's Domestic, Family and Sexual Violence Reduction Framework 2018-2028, known as Safe, Respected and Free from Violence.



In May 2019 the inaugural Strengthening and Sharing Our Practice conference brought together over 170 people from over 40 government and non-government organisations, who work in and with the domestic, family and sexual violence sector across the Northern Territory. The two day conference provided a space for frontline workers, service deliverers and policy makers to share and reflect on practice learnings and innovative approaches that can support a responsive and high quality service system to reduce the impacts and incidences of domestic, family and sexual violence.



Regional Youth Services

The Northern Territory Government allocated an additional \$2.35 million to the Regional Youth Services Program in 2018-19, bringing the total amount invested to \$4.1 million per year. Of this, \$3.67 million was administered as grants supporting delivery of core after-hours services including school holiday programs with both day and evening activities, with a focus on linking those who are most vulnerable to relevant support services. The remaining funding contributed to the establishment of Regional Youth Programs Coordinator positions in Darwin, Palmerston, East Arnhem, Katherine, Tennant Creek and Alice Springs.

Territory Families worked to engage and support young people through a range of activities and services. The School Holiday Program helped young people stay actively engaged and positively connected to their community during the school holidays. Additional evening events and activities were held to engage young people and reduce anti-social behaviour at night.

A total of \$1.75 million was invested in Regional Youth Activities Grants across the Northern Territory with over 1,000 school holiday activities promoted through on-line calendars during the October, December/January and April school holiday periods.

Breaking the cycle of crime in Palmerston and Alice Springs

In 2018-19 the Northern Territory Government announced Breaking the Cycle of Crime, a suite of programs designed to address youth crime and anti-social behaviour in Palmerston and Alice Springs.

In Palmerston, four new officers were recruited to the Crossover Families Case Management Team to supply intensive family-focused work to support young people at risk and experiencing behavioural challenges who may be engaged in antisocial or offending behaviour. Associated programs included a Palmerston Youth Festival and a business study regarding the viability of an E-Sports Facility, along with increased support for the grassroots initiatives Student Voice Positive Choice and Clontarf and Stars programs.

Territory Families and the Department of the Chief Minister worked to establish the Palmerston Local Action Group, comprising Palmerston stakeholders, to improve outcomes for young people. The group developed the Palmerston Youth Action Plan to guide actions and priorities. Working in conjunction with Palmerston City Council and the Department of Infrastructure, Planning and Logistics we are developing the Palmerston Youth Drop-In Centre to provide support services and emergency accommodation.

In Alice Springs, key elements of the plan were funded to provide: expanded hours for the Tangentyere Night Patrol and Drop in Centres; more mobile closed-circuit cameras; more school compliance and engagement officers and the introduction of an Aboriginal Youth Outreach Service comprising senior Aboriginal outreach workers.

In addition, funding of \$1.163 million was allocated to establish seven additional positions in the Alice Springs Youth Outreach and Reengagement Team (YORET). This supported the creation of Youth Engagement Night Officer positions to support the delivery of more outreach services at night. The team works with young people on the street at night, to connect them to appropriate services and to conduct compliance activities with those on court related matters. The positions provide specialised community youth justice services for young people on conditional liberty orders and support the Youth Justice Court. Staff target hot spot areas and collaborate with Northern Territory Police and other stakeholders.

Family Support Services

Territory Families delivered family support services by case managing families to address risks identified in the family and by ensuring the non-government sector could respond to vulnerable families when they were referred for assistance. Under our Strengthening Families program, Territory Families provides a case management function and can refer to external service providers and other government departments to address the identified risks. In 2018-19 over 1,400 children received Strengthening Families services.

In addition to Strengthening Families, Territory Families funds a number of other family support services:

- **Anglicare NT Pandanus Project** that provides child birth education and post-natal support to young parents.
- **YWCA Parenting Support Program** which provides education, case management and parenting support to young parents.
- **Darwin Fun Bus and Nhulunbuy Toy Library** traveling resources to engage families with young children.
- **Palmerston Grow Well, Live Well** pilot collective-impact service delivery for families in the Palmerston area.

Recognising the need to increase the involvement of Aboriginal Controlled Organisations in the family support system, in 2018-19, Territory Families partnered with the Aboriginal Medical Services Alliance of the Northern Territory to develop a new service model, framework and other resources for the delivery of Early Intervention Family Support Services in the Northern Territory. This model is informing the further reform of the system in 2019 and will enhance the opportunity for Aboriginal organisations to engage in the provision of family support services.

National Partnership Agreement on Northern Territory Remote Aboriginal Investment (NTRAI)

Funding provided through the NTRAI was used to deliver remote family support across 14 communities including the employment of family support caseworkers in six remote communities. The Remote Family Support Services (RFSS) is a community-based service staffed by 19 local community members, providing support to families to keep children safe, strong and connected. NTRAI funding also enabled the convening of monthly child safety coordination groups, and continued operation of the 13 Women's Safe Houses.

GOAL 2:

SAFEGUARDING THE WELLBEING OF CHILDREN, YOUNG PEOPLE, FAMILIES AND THE COMMUNITY

SUMMARY OF ACHIEVEMENTS

Territory Families is provided with specific powers and responsibility to respond to family and community challenges in child protection, youth justice and domestic and family violence.



In 2018-19 Territory Families continued to improve the statutory service systems that keep children, young people and the community safe. Our priorities in 2018-19 included:

- Refocusing the child protection and youth justice systems on the restoration of families and communities
- Ensuring out-of-home care is a safe, caring, nurturing and restorative experience for children and effectively support them to transition from care
- Working to address the over-representation of Aboriginal people in the child protection and youth justice system
- Ensuring programs and services delivered to children and families are trauma-informed and therapeutic
- Building a youth detention system that supports effective reintegration
- Reducing domestic, family and sexual violence by providing targeted interventions and supports when needed.



In 2018-19 we have seen reductions in the demand for child protection services – a result of our investment in early intervention and prevention, our new approach to family support and our improvements to child protection processes and practice. Specifically we have implemented policies and procedures, and supplied staff with technology and tools, that reduce the administrative burden so they can focus on our number one priority – the safety of children. To 30 June 2019 there was a 5.3 per cent reduction in child protection reports with 23,482 being received. For the year, 5,811 child protection investigations in relation to 5,271 individual children have been completed and 1,635 substantiations related to 1,580 children have been recorded.

In youth justice, the number of children engaged in outreach, diversion, community supervision and bail accommodation increased dramatically, as Territory Families' extended its reach to all areas of the youth justice system. In 2018-19 there were 363 receptions into youth detention which is 30 receptions (or eight per cent) less than 2017-18 (393). A high proportion of young people in detention at any point in time are awaiting Court processes. Furthermore, the number of young people completing a restorative justice conference and agreement – 269 in 2018-19 – exceeded the 2018-19 budget of 175.

The proportion of young people successfully completing community based orders is projected to remain steady in 2019-20 at 70 per cent.

In the area of responding to domestic, family and sexual violence we launched Action Plan 1: Changing Attitudes, Intervening Earlier and Responding Better (2018-21). Our \$2.74 million investment in the action plan was in addition to our \$25.78 million budget for domestic and family violence services. In addition Territory Families funds and operates Domestic and Family Violence Shelters and Women's Safe Houses to provide a safe place for women and children escaping domestic violence in 29 locations across the Northern Territory.

A service system review across the Barkly and Katherine regions was completed and is informing investment to drive continuous improvement of service delivery during 2019.

FIGURE 2: Notifications in 2018-19 by notifiers

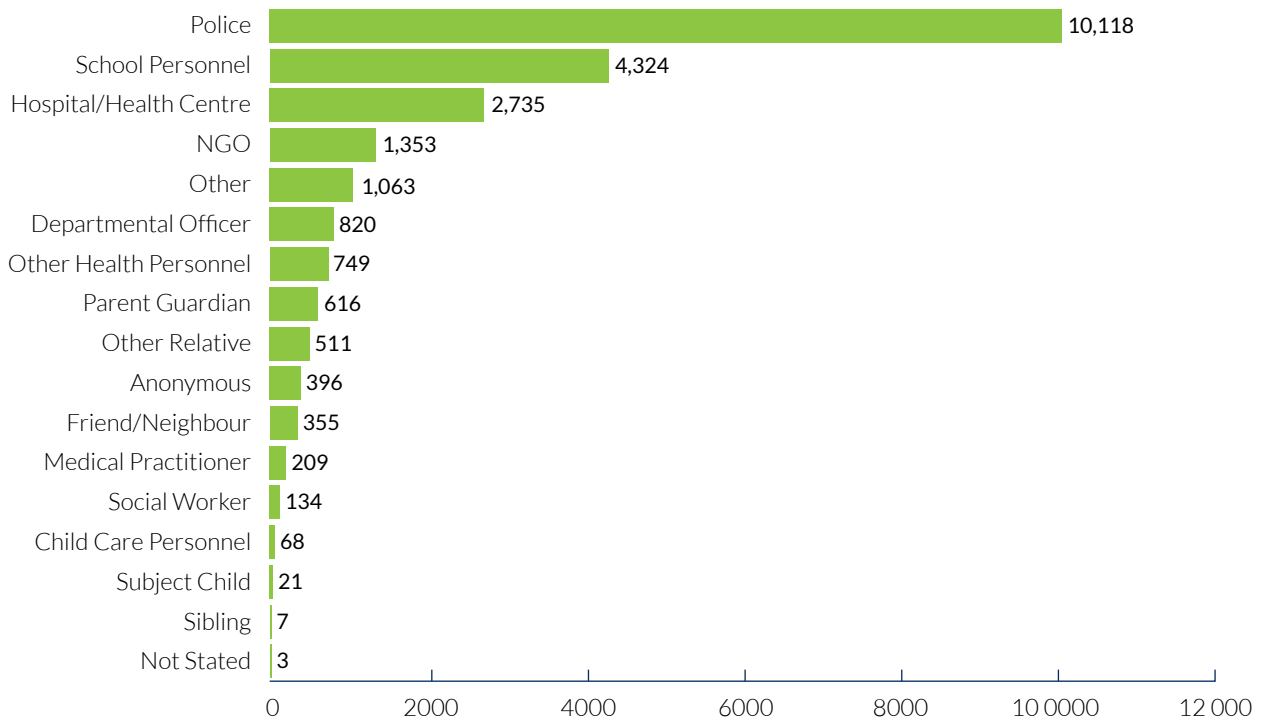


FIGURE 3: Investigations and Substantiations by year

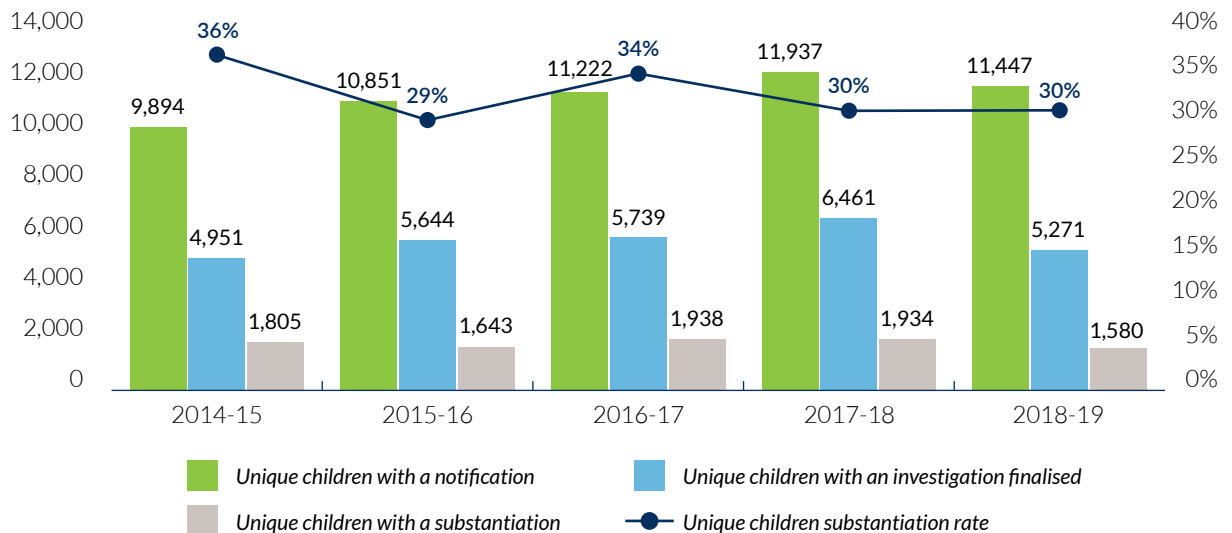
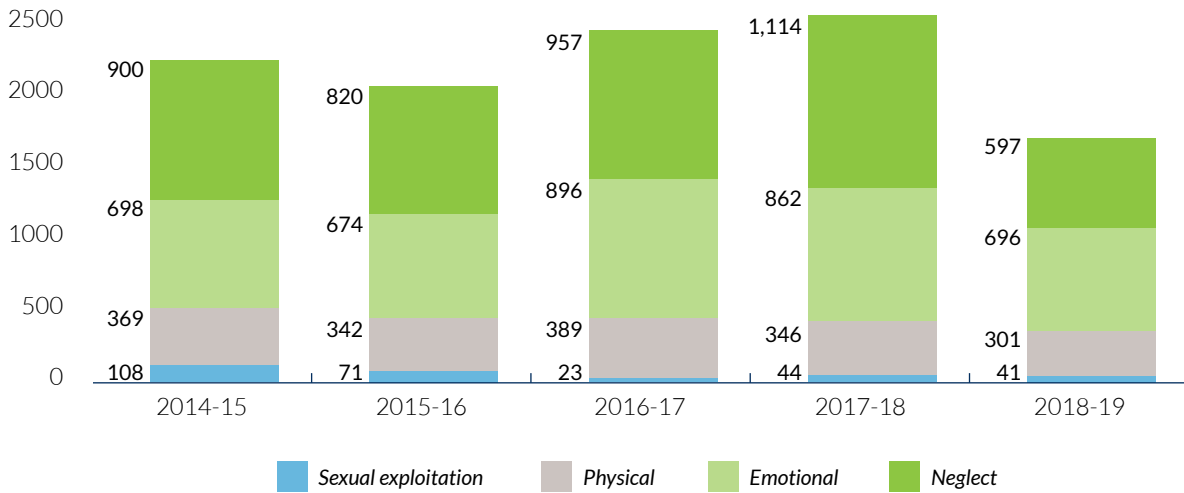


FIGURE 4: Substantiations by Harm Types



Child protection practice improvement

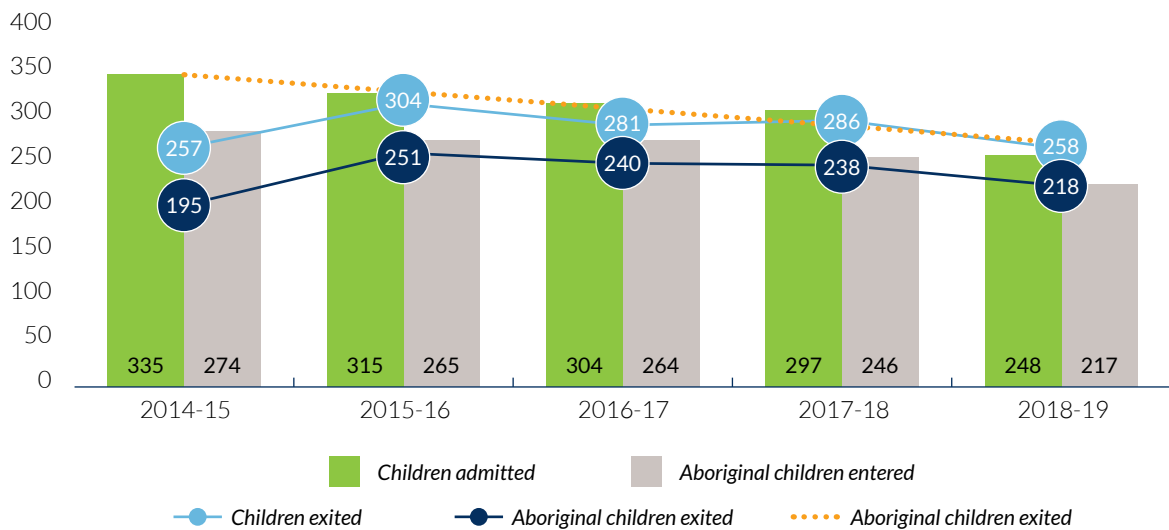
A key focus for Territory Families in 2018-19 has been the transformation of child protection practice. This has included a new focus on family-led decision making, strengths-based conversational approaches, and the establishment of trusting relationships to drive change. The intention of this reform has been to remove past practices that too often led to proceduralised responses in times of crisis and disempowered the people most likely to have solutions – the child’s family.

In 2018-19, Territory Families began implementing the internationally recognised Signs of Safety child protection practice model. Signs of Safety is an Australian developed model designed to increase child safety, empower parents and families and use the knowledge and expertise of case managers. This year over 545 department staff and 50 external agency staff have been trained in the practice framework. Signs of Safety is improving assessment of, and responses to, child abuse and neglect. By giving parents and families an equal say, this new approach to child protection encourages case workers to help tailor individual responses to each child and family situation and empower parents and families.

In addition to the adoption of the new practice model, Territory Families amended existing policies and practices that overly-bureaucratised responses to at risk children. Under old policy a child would require a new case for every notification received. This multiplied the paperwork and administrative burden on frontline staff for little client benefit. In 2018-19 the agency adopted the ‘one child - one case policy’. This now means that a worker processes all known information about a child through one active case, and can spend more time building relationships with the child’s family and conducting holistic assessments into the child’s safety.



FIGURE 5: Entries to Care and Exit from Care



Transforming Out-of-Home Care

All children deserve to grow up in safety. Sometimes this is not possible within their immediate family and that is why we are investing in a Transforming Out-of-Home Care reform program that will improve the quality of care and practice, and enhance kinship care as the primary care type.

Throughout 2018-19, we have been working to design the future out-of-home care that:

- puts children at the centre so they feel safe, secure and loved
- improves family care through prioritising and increasing Aboriginal kinship and foster carers
- provides therapeutic, trauma-informed care for every child
- increases wrap-around support for carers, children and young people
- prioritises home-based and place-based care
- improves data collection methodologies and supporting systems
- provides early intervention services to reduce the need for out-of-home care.

On 30 June 2019 there were 1,054 children and young people in out-of-home care in the Northern Territory, with 248 new children and young people having entered the system during the year. Around 88 per cent of children and young people in care are Aboriginal which is why it is critical the new model acknowledges this and recognises the need for connection to family and community to ensure identity, language and culture are maintained.



Our vision for out-of-home care is to have a system and services that focus on, and are responsive to, the needs of children and young people in care. Territory Families worked with Deloitte to develop the new out-of-home care system. Key elements of the new out-of-home care system include:

- five care options: kinship care, Aboriginal foster care, foster care, intensive therapeutic home-based care and therapeutic residential care
- a focus on family-based placements, rather than group homes or purchased home-based care, and keeping siblings together wherever possible
- greater stability in placements
- increased treatment programs and services, with trauma informed care and specialised support available for every child and young person in care
- increased specialist support for carers
- ensuring that children and young people who are leaving care have a tailored care plan and receive the support that they need as they transition out of care.



FIGURE 6: Children in Out-of-Home Care by Placement Type at 30 June

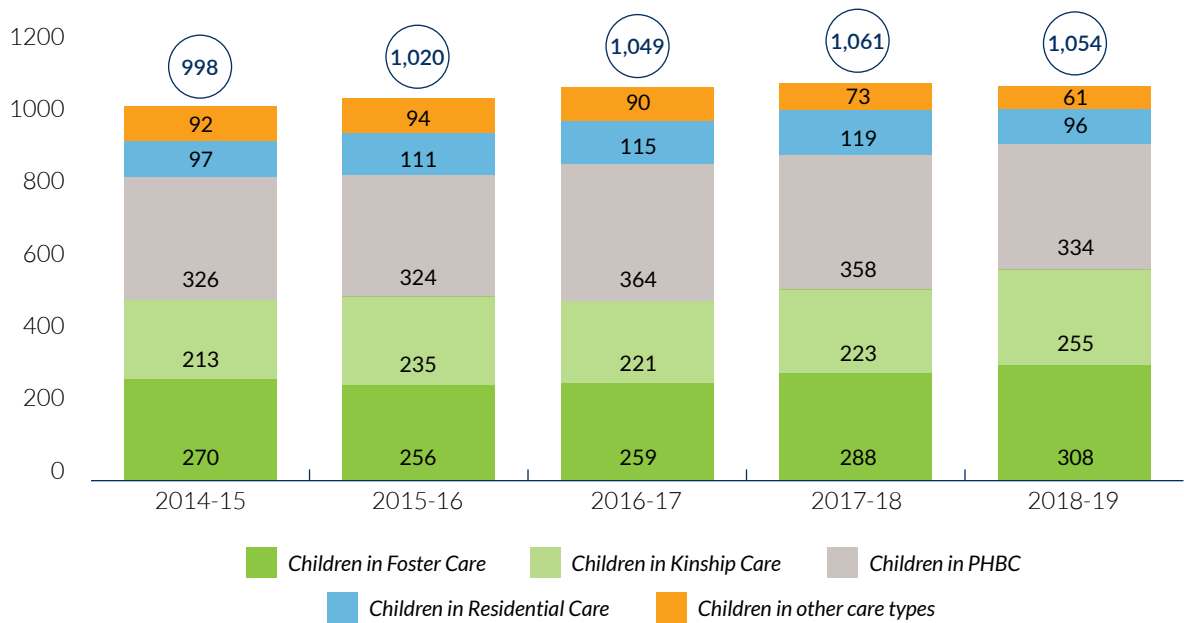
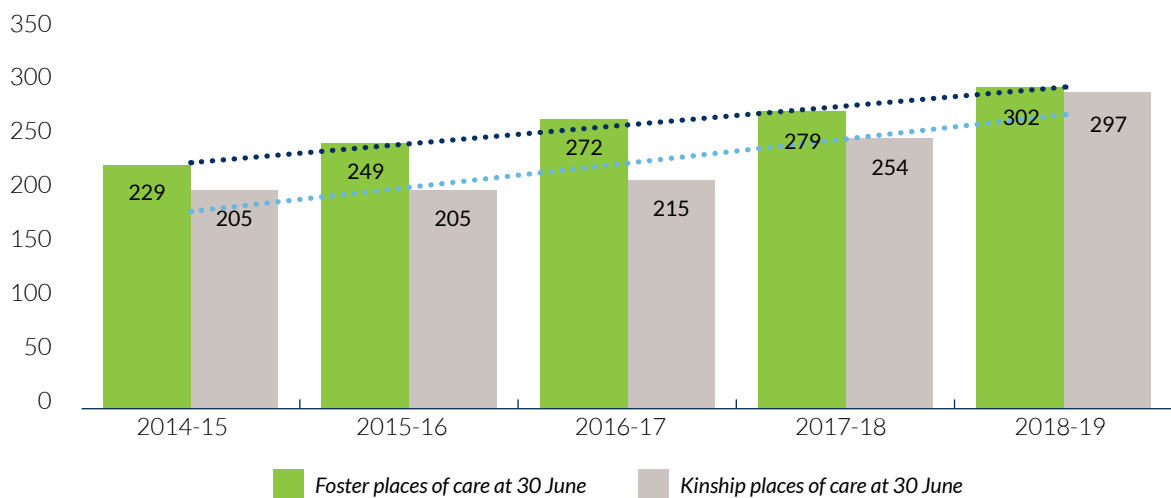


FIGURE 7: Foster and Kinship places of care



Adoption of children in the Northern Territory

Territory Families is responsible for administering the legal framework for the adoption of children in the Northern Territory in accordance with the *Adoption of Children Act 1994*. Adoption is a permanent legal process for local and overseas adoptions that provides a child with new parents and is managed by Territory Families

Adoption Unit. This includes assisting, receiving and reviewing applications for adoptions, conducting comprehensive assessments and providing ongoing support for children and families for adoption. In 2018-19, 17 adoptions (12 intercountry and five local) were granted by Territory Families. This is an increase of five on finalised processes for 2017-18.

Reforming our Youth Justice system

Through Youth Justice responses, Territory Families provides:

- youth activities, grants and holiday program events
- referral, case management and outreach to youth at risk of engaging in offending behaviour
- referral, case management and diversion services to youth who have become involved in the youth justice system through their offending behaviour. This includes the funding and coordination of justice and victim conferencing
- alternatives to detention including bail support, electronic monitoring, and case management of youth on community orders
- youth detention services including the operation of the Northern Territory's two youth detention facilities
- youth justice through care providing services to young people as they progress and pass through the youth service and youth justice system.

For more than 10 years, the Northern Territory has detained young people at the highest rates of any jurisdiction. In the May 2019 *Youth Justice in Australia* report, the Northern Territory was reported as detaining young people at four times the national average. As at 30 June 2019, the daily average of young people in detention for 2018-19 was 35. This is a decrease on 2017-18 of four. The reduction in receptions can be attributed to additional funding for evidence based alternatives, such as bail support, community youth justice improvements and electronic monitoring of youth offenders. These measures hold young people accountable and change behaviour, and reduce the number of youth in detention, particularly those held in remand.

Territory Families Youth Outreach and Reengagement Teams (YORET) provide voluntary and court-ordered case management to young people aged from 10-17 years across the Northern Territory. They work with young people and their families to provide support

and interventions that meet individual needs. Territory Families has five Youth Outreach and Reengagement Teams (YORETs) in the Greater Darwin area, Katherine, Nhulunbuy, Tennant Creek and Alice Springs. In 2018-19, the Youth Outreach and Reengagement Teams worked with at-risk youth to encourage positive behaviour through social activities, outreach programs and other early intervention measures. Another important area of activity was in developing community work projects for young people sentenced to undertake community work as an alternative to detention. Funding for the teams across five regions was \$8.255 million.



Through the Youth Outreach and Reengagement program Territory Families provided case management to young people. This included the provision of statutory case management support to 247 young people and voluntary case management support to 305. The teams improved opportunities for young people sentenced to undertake community work, with a number of community work projects approved.

In April 2019, Youth Engagement Night Officers were employed to support after hours services in Alice Springs.



Youth diversion is critical to achieving behaviour change and supporting at-risk young people to turn their lives around. Youth diversion programs can include:

- a verbal or written warning
- Youth Justice Conferencing involving the offender, their family and the victim
- participation in diversionary or community service programs that tackle the causes of crime to reduce re-offending.

An investment of \$18.5 million saw the continuation of the Northern Territory Government's commitment to youth diversion and alternatives to detention programs. Territory Families funded 11 non-government organisations across 49 Northern Territory locations for diversion programs and case management.

Over 2018-19 there were 174 young people engaged in a youth diversion case management plan and 269 restorative justice conferences were completed, including:

- 18 presentence and Court referred victim offender conferences
- 41 youth diversion victim-offender conferences
- 210 youth diversion family group conferences.

In this period, Victims of Crime NT provided dedicated victim support for 50 Restorative Youth Justice Conferences in the Darwin, Katherine and Alice Springs regions where victims either attended or were supported and represented at the conference.

Under government's commitment to providing more effective alternatives to detention, rehabilitation and education to young offenders on the consequences, Operation Flinders delivered four youth diversion boot camps as part of an early intervention strategy to break the cycle of youth offending while rebuilding confidence in a prosocial and challenging environment. Operation Flinders is an eight day, 100km trek through South Australia's

Flinders Ranges. In 2018-19 25 young people completed the camp and made positive changes to their lives. Eighty per cent of these young people have not reoffended and Territory Families is exploring other opportunities for wilderness camps.

To provide a safe environment for young people aged 10 to 17 years to increase their chance of complying with bail conditions Territory Families has established Youth Bail Support Accommodation Services in Darwin and Alice Springs. The accommodation offers a secure, home-like environment to young people on Court Orders including Good Behaviour Orders and Suspended Sentences and aims to reduce the number of young people remanded in watch houses or youth detention centres.

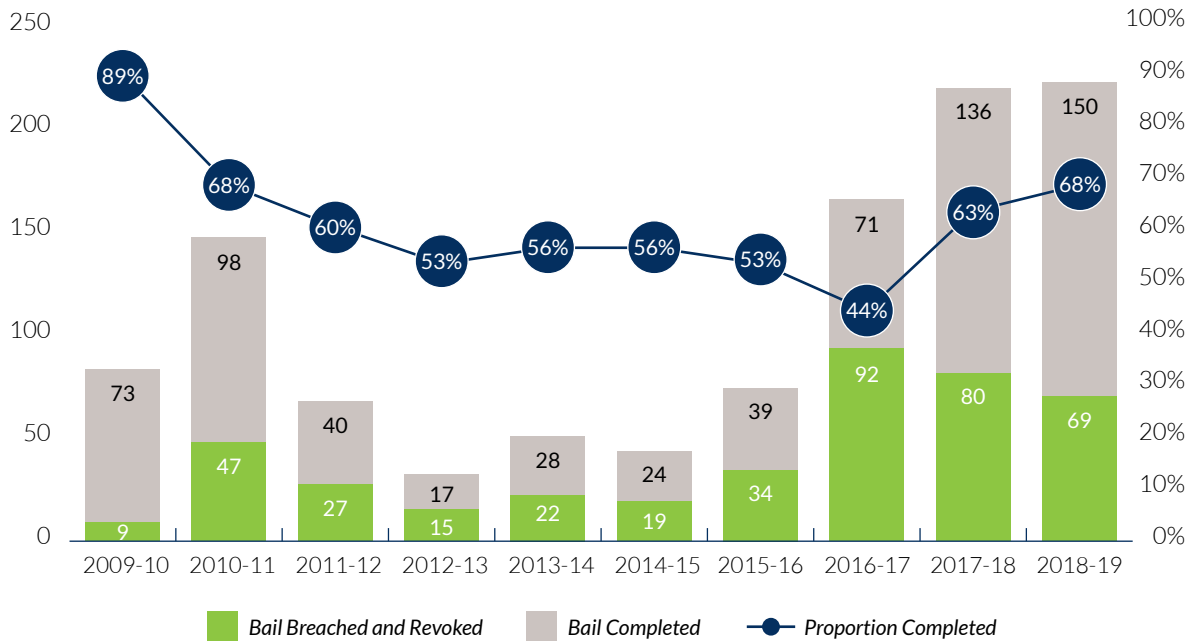
In 2018-19 \$5.5 million was used to provide services in Darwin and Alice Springs. Fifty two per cent of those accommodated successfully completed their bail order. In 2018-2019, 87 young people utilised supported bail accommodation services. This is an increase of 30 per cent.

From 1 July 2018 to 30 June 2019, bail support provided 86 young people for 126 periods of supported accommodation.

Program analysis has been completed for 93 of the 2018-19 periods of bail support, of which 79 had been completed. Overall, of the completed orders for young people in bail support programs, 70.9 per cent were completed and 29.1 per cent were revoked. This compares to a general completion rate for all bail orders of 68 per cent.

Territory Families also provides other bail support services including bail supervision and a youth support line (1800 BAILED) to ensure enquires and referrals from Northern Territory Police, Courts and legal service providers can be received 24 hours a day, 365 days a year.

FIGURE 8: Bail Order Completion by Year



Throughout 2018-19 we continued to improve detention centre operations. Our new investment of \$3.3 million saw changes to youth detention centre staffing that included more leadership roles in recognition of the complexity of the work, an increase in the designated level of the Youth Justice Officer positions and more staff in the youth detention centres. We also continued to improve our day to day management of young people, with additional programs and services operating within detention facilities to provide a better response to criminogenic risk factors.

A senior officer from the South Australian Youth Justice system was seconded to Territory Families to guide our system development and operational improvements, and we established a youth justice operations meeting to bring service delivery and partner organisations together to lead ongoing detention improvement.

Our detention program benefited from the renewal of a memorandum of understanding with the Department of Education covering the provision of education and reengagement services in each detention facility. We also established a youth advisory group in both detention centres that gives young people the opportunity to influence the programs and services offered at each centre. The advisory

group meets weekly. Territory Families also facilitated new medical services in the detention facilities through the Department of Health.

In November 2018, the operation of Don Dale Youth Detention Centre was tested during an incident. This incident led to changes to the centre's operations and resulted in a number of outcomes, including the issuing of individual security risk ratings to each young person. This rating is used to manage escorts and movements of young people outside of the centre. A new incentives and earned privileges program is in place that determines their access to privileges and freedoms available to them within the centre. Young people earn privileges based on their behaviour. Early indicators show a reduction in the frequency and severity of incidents since the introduction of the program.

Other improvements include the installation of additional security measures and refurbishment of accommodation blocks. Recruitment processes to enhance the Specialist Assessment and Treatment Services Team continued, with a Director appointed in early 2019. Our staff are delivering case management services and coordination for young people in detention, high level assessment and targeted interventions to address young people's criminogenic needs, and therapeutic programs.

FIGURE 9: Number of youth receptions and daily average at detention facilities

Back on Track Program

In December 2018 the Northern Territory Government announced its \$5 million Back on Track Program targeted at eight to 17-year-olds. An extensive two staged procurement process was undertaken to commission a suite of providers to support the program which provides alternatives to detention and pathways to divert young people away from the youth justice system.

Back on Track provides police and courts with more sentencing options – specifically those that support young people to take responsibility for their actions and correct their offending behaviour.

The Back on Track Program is available in Greater Darwin, Alice Springs, Tennant Creek, Nhulunbuy and Katherine regions. The program delivers consequences for anti-social and criminal behaviour and provides alternative sentencing options including training and employment for young people aged 14-17 years. For young people aged 8-13 years the program focuses on building family capacity and responsibility, with a goal to engage youth through mainstream education.

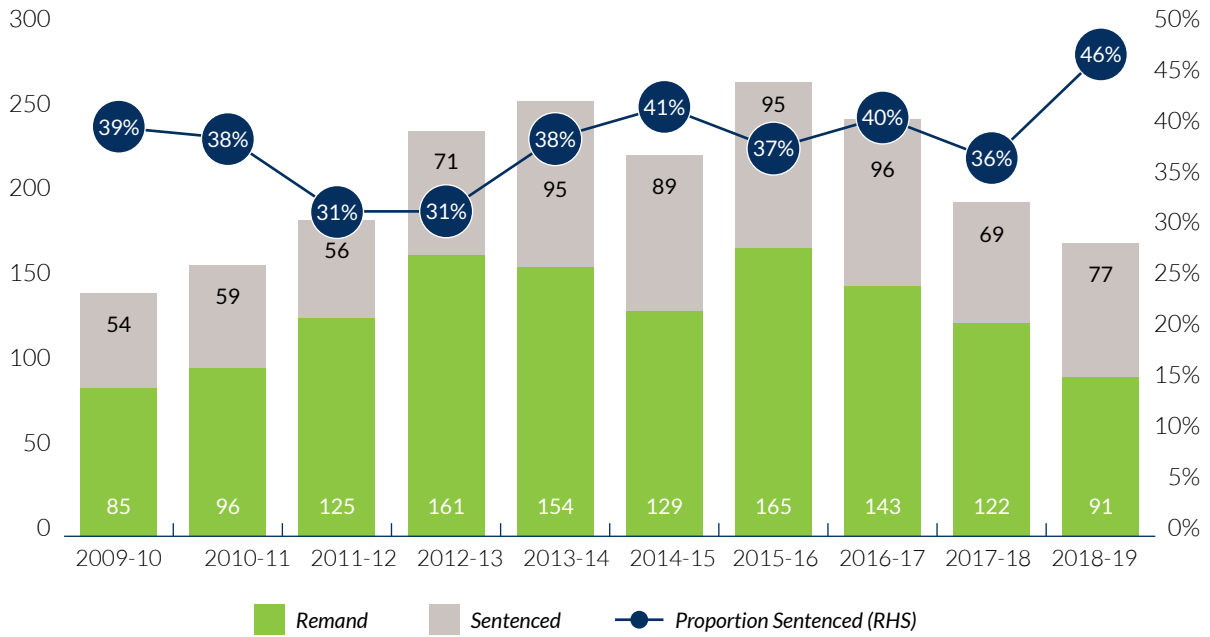
The program includes a holistic service coordination model based on four elements aimed at equipping the young person with the skills needed to deter them from reoffending.

The four stages include:

- Element 1: Developmental and therapeutic needs**
 Address offending behaviour and identify individual needs
- Element 2: Consequences, restitution and giving back to the community**
 Restorative justice and victim offender conferencing, community service activities
- Element 3: Life skills and cultural connection**
 Connect with community elders, learn culture and foundational skills for adulthood, food security, health, hygiene and accommodation options
- Element 4: Vocational education and training leading to employment or further studies**
 Serve the community through project based training, volunteering and work ready programs with local businesses.

The Northern Territory Government also provided \$1.8 million for a supporting Youth Services Directorate. The directorate is overseeing implementation and monitoring of the Back on Track and Community Youth Justice programs, and other pre-court and alternatives to detention programs for young people.

FIGURE 10: Unique Youth in Detention by Year by Sentenced Status for Completed Orders



Note: In line with national counting rules, periods of remand are converted to sentenced where time served is applied. The proportion sentenced reported here reflects final custodial status while the Budget Paper indicator for remand used elsewhere in this report reflects the custodial status at the time reported.



GOAL 3: PARTNERING TO EMPOWER CHANGE

SUMMARY OF ACHIEVEMENTS

Territory Families recognises that partnerships are vital to achieving our vision of empowering families and communities for a safe and better future. We work with children, young people, families, the community, government and non-government organisations to create a safe and better future for children and families.



Throughout the year we continued to strengthen existing partnerships and build new funding partnerships, particularly with Aboriginal community controlled organisations. We continued to work closely with our peak body partners:

- the Aboriginal Peak Organisations of the Northern Territory (APONT)
- Aboriginal Medical Services Alliance of the Northern Territory (AMSANT)
- the CREATE Foundation
- the Council of the Ageing Northern Territory (COTA)
- OURWatch
- the Multicultural Council of the Northern Territory
- Multicultural Services of Central Australia
- Northern Territory Council of Social Services (NTCOSS)
- Australia’s National Research Organisation for Women’s Safety (ANROWS)
- the National Association for Prevention of Child Abuse and Neglect (NAPCAN)
- the Foster and Kinship Care Association of the Northern Territory (FKCANT)
- the Secretariat for National Aboriginal and Islander Child Care (SNAICC)
- the Law Society of the Northern Territory.

At an organisational level, we strengthened connections with other jurisdictions to share best practice in child protection, domestic violence reduction and youth justice. We also represented the Northern Territory’s interests through national governance mechanisms and forums such as the Children and Families Tripartite Forum, Community Services Minister’s Meetings and Women’s Safety Minister’s Forum. Representatives of the agency joined a Northern Territory delegation to attend the 2018 COAG National Summit on Reducing Violence Against Women and their children.

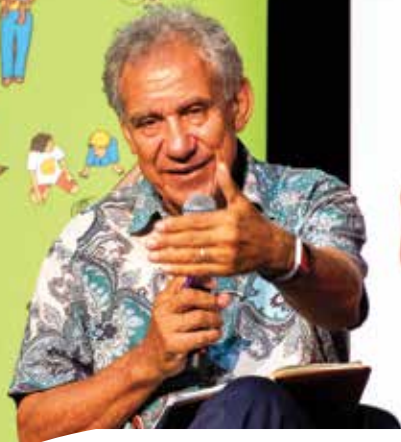
The Youth Justice Centre Project Team travelled to Adelaide, Canberra and Melbourne to share best practice and conduct research for the design of the new Don Dale Youth Detention Centre.

We have also worked with the Western Australian Department of Child Protection to inform planning for the implementation of Signs of Safety as our new child protection practice model.

Significantly, we supported communities to design and deliver community led services through a stronger focus on local decision making and our contribution to the whole-of-government Regional Network. We have seconded officers working in COTA, APONT, FKCANT and NAPCAN.

Territory Families continued to strengthen partnership with other government departments through the formation of new cross-department teams and collocation of officers. Specifically Territory Families is forming strong operational partnerships with Police both through the Child Abuse Taskforce and collocating staff so that the response to youth offending is swift and





coordinated. In Alice Springs we created an intelligence position co-located with Northern Territory Police to drive information sharing and intelligence collection around high-risk young people and evolving crime trends to complement the existing Darwin based role. Through this ongoing, collaborative approach, our aim is to make sure young people and their families have access to the appropriate services while working to reduce anti-social and criminal behaviour by young people and improving community safety. We have seconded regional youth coordinators in five offices of the Department of the Chief Minister and are supporting legal services teams in the department of the Attorney-General and Justice.

Territory Families also delivered on its partnership arrangement with the Commonwealth for the Northern Territory Remote Aboriginal Investment Partnership Agreement. In 2018-19 a total of \$13.8 million in NTRAI funding was included in the Territory Families budget in order to deliver the Remote Family Support Service in 14 remote communities and operate Women's Safe Houses in 13 remote communities. In 2018-19, Territory Families exceeded its milestones and expanded its remote service footprint, with new sites established in Jabiru. The two programs funded 77 staff (51.46 FTE) - 40 staff (37.1 FTE) in

the Remote Family Support Service and 37 staff (14.36 FTE) in the Women's Safe Houses Program. The NTRAI partnership is a significant employer of local Aboriginal people in remote communities, with 19 Family Support Workers and 34 Women's Safe House Workers employed.

Outsourced service partnerships

In 2018-19 Territory Families budgeted \$178 million for outsourced services which is 54.2 per cent of the overall budget. Funding of partnerships went across all areas of agency service delivery. Services purchased are funded through grant and administrative budgets and are acquired through a variety of methods including Agency tenders, grants and the use of contracts managed by other agencies.

During the reporting period we developed or continued a total of 351 arrangements with external organisations. See the Appendix for a detailed list of our partners in service provision.

OUTSOURCED SERVICES



FAMILY SUPPORT
\$8.91 million



SENIORS AND CARERS
\$33.38 million



OUT-OF-HOME-CARE
\$86.48 million



SOCIAL INCLUSION
\$1.8 million



YOUTH JUSTICE
\$21.86 million



GENDER EQUITY
\$0.31 million



DOMESTIC, FAMILY
AND SEXUAL VIOLENCE
\$20.20 million



CHILD PROTECTION
\$0.62 million

TOTAL: \$178 MILLION

Chief Minister's Award for partnering and collaboration

In 2018 Territory Families received a Chief Minister's award for our work in partnering and collaboration. This included our decisions to second staff to non-government organisations as part of our new approach to partnership and knowledge building. Territory Families seconded over 20 staff in arrangements that provided opportunities to strengthen collaboration, develop relationships and further improve service delivery.

The new approach generated partnerships that produced professional development opportunities, exchanges of ideas and better practice approaches delivered within the Northern Territory Public Sector Broadening Our Horizons Strategy. The agency's secondment policy allowed the development of capabilities beyond the bounds of individual agencies and helped build the workforce of the future.

Such secondments represented a cultural change for the public sector and we believe it is a positive one. The agency attracted new recruits into policy and operational roles from within the non-government sector. We will continue to explore opportunities to collaborate and would like to see non-government organisation employees embedded within the agency to mutually increase skills and knowledge and grow the public sector workforce in the long term.

Empowering Aboriginal organisations to deliver kinship carer services

Research shows that when children cannot be safe with their parents, they will have better life outcomes if they can be placed in stable, home environments where their connections to family and culture are maintained. The Northern Territory has had historically low rates of placing Aboriginal children in care with Aboriginal carers. Since forming Territory Families placing children and young people with their family, kin and Aboriginal foster carers is our priority. As part of our reform process, we have invested \$5.4 million over four years to increase Aboriginal family care.

In 2018-19 part of this funding included development of a comprehensive, culturally safe, Aboriginal family care service model by Tangentyere Council Aboriginal Corporation.

The model will enable more Aboriginal children in care to be placed with family and Aboriginal foster carers so they can stay with family at home in culturally inclusive and appropriate settings. This model will provide a blueprint for implementation across the Northern Territory.

In 2018 a new \$4.2 million program called 'Aboriginal Carers Growing Up Aboriginal Children' was co-designed with the Aboriginal organisations and two initial pilot grants were awarded. In Darwin Larrakia Nation and in the Central Desert Ngurratjuta/ Pmara Ntjarra Aboriginal Corporation have assumed responsibility for finding family for Aboriginal children already in care, as well as identifying, recruiting and supporting Aboriginal families who may be interested and able to care for children who enter care. As a direct result of this partnership, and since the beginning of the 2018-19 financial year, an additional 43 kinship households were registered and an extra 32 children have been placed in kinship care. This has resulted in the highest number of children placed in kinship care ever recorded in the Northern Territory

Territory Families invested a further \$1.2 million to improve training for all foster and kinship carers and to expand the use of interpreters so families can take part in decision making in their first languages.

Emergency management – Cyclone Trevor

Territory Families is the lead agency of the Welfare Functional Group, as described in the *Emergency Management Act (NT)* and the Territory Emergency Plan. Major functions of the group are to:

- coordinate the set up and running of evacuation centres and welfare centres
- facilitate recovery assistance for individuals to alleviate personal hardship.

When Tropical Cyclone Trevor crossed the Northern Territory coast in March 2019, Territory Families became the lead agency in supporting the welfare of evacuated residents, with a key role in assisting with care and repatriation. The evacuation of 2,100 people from eight communities in 24 hours was the Northern Territory's largest evacuation since Cyclone Tracy hit Darwin in 1974. We are immensely proud of the commitment of our

staff to the relief efforts and the way we worked with partners across the Territory to ensure everybody was safe.

Territory Families activated four evacuation centres: two in Darwin; one in Katherine; and one in Tennant Creek. The Welfare Group managed the evacuation centres for 12 days, assisted by the Red Cross (76 volunteers and 43 staff) and other government and non-government partners including the Australian Defence Force. Territory Families had 105 full-time equivalent employees working to support the emergency response at the peak of the evacuation. A total of 2,078 people registered, and around 1,190 people slept at the centres overnight for up to 10 days.

On 24 March, the Northern Territory Government approved the payment of Immediate Relief Assistance, via debit card, to repatriated evacuees. In response, Territory Families provided \$1.3 million in immediate relief funds for evacuees. To process emergency relief payments, 16 Territory Families staff travelled to, and remained in, remote communities for a total of 14 days. This was the first time we used a debit card system and it was highly effective and well received by recipients. Our teams processed more than 1,750 applications and 1,615 cards for about 3,287 people. The money was critical in assisting families to resume their normal lives following significant disruption.



Partnerships with other government departments – the Children and Families Standing Committee

Throughout 2018-19 the Chief Executive Officer of Territory Families Chaired the Children and Families Standing Committee which works collaboratively in areas of social policy to promote closer inter-agency cooperation. The committee comprised Chief Executive Officers of the departments of: Health; Education; Housing and Community Development; Attorney-General and Justice; Northern Territory Police Fire and Emergency Services; Treasury and Finance; and the Chief Minister. The Standing Committee provided advice to Cabinet, the Children's Sub-committee of Cabinet and the Chief Executive Coordination Committee on matters including:

- the reform of the child protection and youth justice systems
- establishment of the Cross Over Families Project and service model
- cross-agency data reporting and intelligence including the performance and priorities of the Territory Intelligence and Coordination Centre and the replacement client information management system
- operational coordination relating to volatile substance abuse
- regional agency coordination roles including a focus on Tennant Creek and Alice Springs
- providing cross agency input into key agency strategic policy such as the:
 - Child and Adolescent Health Plan
 - Family Enhanced Support Services
 - Domestic, Family and Sexual Violence Reduction Strategy 2018-2028
 - the Starting Early for a Better Future Early Childhood Development Plan
 - Northern Territory Homelessness Strategy and Five Year Action Plan 2018-23.

STRATEGIC CROSS GOVERNMENT PARTNERSHIPS

Children and Families Tripartite Forum

The Children and Families Tripartite Forum was established in July 2018 to provide formal structure to the strategic engagement between the Northern Territory Government, Commonwealth Government and Community Sector regarding children and families experiencing vulnerability. The forum is a key component of the reform program in the Northern Territory Government's Safe, Thriving and Connected: Generational Change for Children and Families strategy arising from the Royal Commission into the Protection and Detention of Children in the Northern Territory. The Forum consists of:

- Independent Aboriginal Chair (Ms Donna Ah Chee)
- Northern Territory Government representatives (Ms Jodie Ryan and Mr Ken Davies)
- Commonwealth Government representatives (Ms Elizabeth Hefren-Webb and Mr Kevin Brahim)
- Aboriginal Peak Organisations Northern Territory representatives (Ms Olga Havnen, Mr John Paterson and Mr Joe Martin-Jard or Ms Marion Scrymgour)
- Northern Territory Council of Social Service representatives (Mr David Pugh, Ms Jayne Lloyd and Mr Patrick McDonald)
- a representative of the North Australian Aboriginal Justice Agency (Ms Priscilla Atkins).

The Tripartite Forum held five meetings in 2018-19 and published a communique following each meeting. These communiqués are available on the Northern Territory Reform Management Office website at www.rmo.nt.gov.au. Major forum discussions included:

- the Child and Family Centre service model design and site locations

- findings from the Northern Territory Data Linkage Study that identified the early life factors for children that increased the likelihood of contact with child protection services and influenced school attendance
- youth justice reforms, including development of the Youth Justice Centres and response to incidents in Don Dale Youth Detention Centre
- development of the scope for the Coordinated Funding Framework.

Children and Families Secretaries Group

All state and territory jurisdictions and the Commonwealth are members of the Children and Families Secretaries group, which considers mutually important matters relating to child safety and protection, and family wellbeing. Territory Families' Chief Executive Officer participated in the national Children and Families Secretaries group throughout 2018-19. The group maintains an annual work plan that allows jurisdictions to work strategically on innovative policy approaches, including work arising from the action plans under the National Framework for Protecting Australia's Children 2009-2022.

Community Services Ministers' Forum

The federal Minister for Families and Social Services hosts the Community Services Ministers' Forum. The Minister for Territory Families represents the Northern Territory at these important meetings where Ministers responsible for child safety and family wellbeing work together on national priorities. The forum's agreed priorities for the year were:

- improved outcomes for Aboriginal and Torres Strait Islander children at risk of entering or in child protection systems
- improved prevention and early intervention responses through joint service planning
- enhanced placement stability for children in out-of-home care
- improved ability of organisations and governments to keep children and young people safe, in recognition of Royal Commission recommendations.

Women's Safety Ministers' Forum

Commonwealth, State and Territory Women's Safety Ministers are responsible for overseeing the implementation of the National Plan to Reduce Violence against Women and their Children 2010-2022. Meetings are held periodically and are chaired by the Commonwealth Minister for Women. The main activity during the year focused on the Women's Safety Ministers meeting held in conjunction with the Council of Australian Governments' Reducing Violence Against Women Summit in Adelaide on 2 and 3 October 2018. The Summit focused on three central themes of the national consultation process for developing a Fourth Action Plan: prevention, response and recovery.

Reform Management Office

In 2018-19 we continued to implement our plan for action and delivering on the recommendations of the Royal Commission through the Safe Thriving and Connected: Generational Change for Children and Families Strategy. We are using a collaborative approach, with the Reform Management Office and the departments of Health, Education, Attorney General and Justice, Local Government, Housing and Community Development and the Northern Territory Police to make sure our actions are coordinated and delivered across government.

The Reform Management Office was established following the Royal Commission into the Protection and Detention of Children in the Northern Territory. The role of the Reform Management Office is to provide a coordinated approach to the delivery of the actions outlined in Safe Thriving and Connected: Generational Change for Children and Families Implementation Plan. The Reform Management Office reports to the Children and Families Standing Committee Chair, and consequently is provided administrative and back-office support from Territory Families. The collocation of the Reform Management Office within Territory Families central office provides key mechanisms for collaboration in our shared outcomes.

GOAL 4:

ENCOURAGE AND CELEBRATE INCLUSIVE, DIVERSE AND CONNECTED COMMUNITIES

SUMMARY OF ACHIEVEMENTS

Territory Families' services reflect the diversity of the Territory, and our approach to service delivery takes into account the challenges created by the Territory's distinctive geographic, economic and social context.



The Northern Territory is celebrated for its cultural and linguistic diversity. Around 25 per cent are Aboriginal compared with the national average of three per cent and around 20 per cent were born overseas — with large numbers arriving from the United Kingdom, Philippines, New Zealand, India and Greece. The Northern Territory population is also on average younger than the rest of Australia, and we live in some of the most sparsely populated areas of the world. Within this context Territory Families has a key role in building the social inclusiveness of our communities.

Territory Families ensures seniors and vulnerable Territorians, pensioners and carers are valued, respected and supported to remain in the Territory through policy, projects and initiatives that focus on financial support, social connection and safety. We also provide funding and services to prevent and better respond to Elder Abuse and provide targeted services in areas of Gender Equity and Social Inclusion including Youth Services and Multicultural Affairs. In 2018-19 we have continued to engage groups and communities in positive events and used grants to support programs that contribute to the social fabric and vibrancy of the Northern Territory.

Aboriginal Cultural Security Framework launch

Territory Families is committed to developing and delivering services which contribute to reducing the over-representation of Aboriginal Territorians in our crisis response systems. There is a significant wealth divide within the Northern Territory and, in particular, a high degree of concentrated disadvantage experienced by Aboriginal Territorians. The Northern Territory has the highest rates of exposure to child protection, youth justice and domestic violence for Aboriginal peoples, and within this context Aboriginal people comprise the majority of our statutory clientele.





To provide a stronger, safer and more effective service response, Territory Families developed and launched the Aboriginal Cultural Security Framework. The Framework promotes a culturally safe and welcoming environment for Aboriginal children, families and communities. It stands as our commitment to work in partnership with Aboriginal people to meet the wellbeing and safety needs and aspirations of Aboriginal peoples and communities in the Northern Territory.

The Framework has a clearly defined vision, and strict cultural protocols for us to adhere to in order to achieve cultural proficiency across our workforce, services and governance.

More than 550 staff and stakeholders contributed to the framework's development through a series of information sessions and workshops to identify a vision and a set of cultural standards and activities for implementation, measurement and accountability. Consultations also occurred with Aboriginal organisations and non-government organisations.

The result is a strong commitment to embedding culturally safe and responsive service design and delivery across our systems and all governance structures. This is a journey we have proudly embraced, driven by strong leadership and our collective goal to achieve social justice and better outcomes for Aboriginal children, young people and communities.

Introduction of the Elder Abuse hotline

During 2018-19 Territory Families contributed to the development of the National Plan to Respond to the Abuse of Older Australians and agreed to participate in a national phone line, 1800Elder Help, a key initiative of the national plan. Establishment activity was undertaken to enable the Territory Families' FACES call line to link to the national phone line from 1 July 2019.

Seniors Month 2018

Territory Families administered \$64,110 in grants to 48 community organisations to support events and activities during Seniors Month in August 2018. Northern Territory Seniors Month is an annual event celebrating the continuing contribution our older generations make to the community and encouraging older people to have a healthy lifestyle, get involved in new activities and connect to the community.



Implementation of the Northern Territory Concession Schemes

The Northern Territory Concession Scheme and the Northern Territory Seniors Recognition Scheme commenced on 1 July 2018.

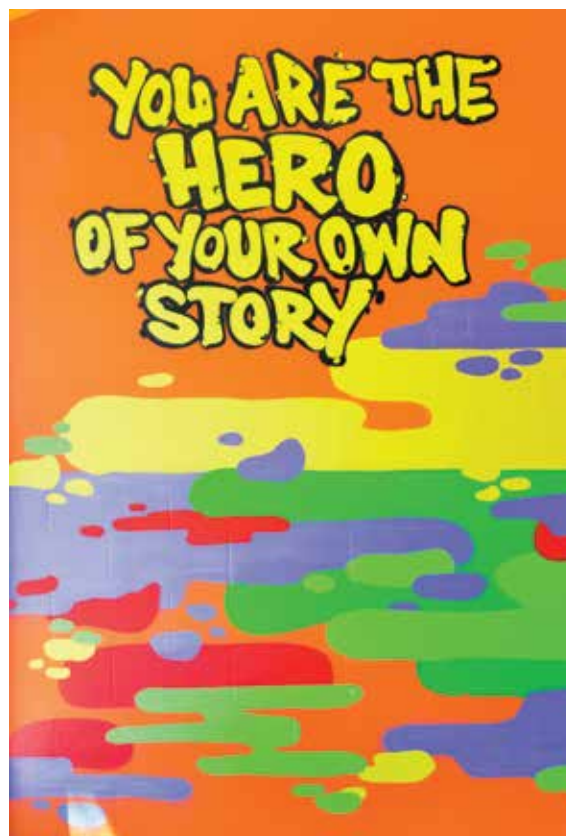
The Northern Territory Concession Scheme is means tested and aimed at helping those most in need to meet cost of living expenses, providing support for council rates, utilities, motor vehicle registration and optical expenses.

The new Seniors Recognition Scheme is not means tested and is available to all senior Territorians aged 65 years and over. Scheme members receive a \$500 annual concession for use on utilities or travel. Territory Families' Northern Territory Concession and Recognition Unit continued to assist new members to access both schemes and to confirm their details following rollover of membership between schemes. Work continued in regional offices to assist remote members to access the schemes. In 2018-19, 18,661 Territorians either confirmed their eligibility or joined as new members and accessed concessions and payments under the Northern Territory Concession Scheme and Seniors Recognition Scheme.

Youth Affairs

The Office of Youth Affairs supports initiatives to improve the wellbeing of young people, promotes their achievements and funds events and activities that provide positive recreational, development and engagement opportunities. In 2018-19, the Office of Youth Affairs administered \$0.22 million in grant funding through the Youth Engagement Grant Program for school holiday activities across the Northern Territory and support for individuals and organisations for youth participation, development engagement.

NT Youth Week was a 10-day celebration that provided inclusive activities for young people aged 12 to 25. Ms Rochelle Cabry was named as Ambassador. Themed Living in Colour, youth week ran over the 2019 April school holidays. The Office of Youth Affairs published an NT Youth Week and school holiday calendar of events which featured over 200 unique events across the Territory.



Territory Families' Youth Engagement Grants Program administered \$56,500 in grants to individuals and community organisations to run events and activities throughout NT Youth week, including:

- Palmerston Pool Party with activities and information for young people
- Katherine Circus and Performing Arts Program allowed young people to use drama to express themselves
- Living in Colour Fun Runs in Nhulunbuy, Yirrkala, Galiwin'ku and Milingimbi
- Tennant Creek Youth Week Glow Disco
- Alice Springs Central School Holiday Hip Hop Workshops.

As part of NT Youth Week 2019 Territory Families' Office of Youth Affairs sponsored the Northern Territory Government's annual Excellence in Youth Leadership Category in

the NT Young Achiever Awards, which was won by Ms Philomena McKenzie for her work supporting local youth in Maningrida.

The Northern Territory Youth Round Table is an independent advisory group to the Northern Territory Government. It focused on issues impacting on Territorians aged 15 to 25 years. The round table allows young people to speak directly with the Northern Territory Government. Round table membership reflects the diversity of the Northern Territory. There is significant regional representation, with members from Nhulunbuy, Katherine, Tennant Creek and Alice Springs. In 2018 and 2019, there were 16 and 17 members respectively appointed to the Round Table that met four times during the year, and was chaired by Ms Hannah Illingworth (2018) and Mr Fletcher Austin (2019).

As part of the program, members undertake community based projects through their year on the Round Table and present reports and recommendations to government. The reports delivered by the 2018 Round Table members were high quality, with a range of recommendations made to government on how to resolve selected issues. In 2019 members focused on Boundless Possible in the context of promoting positive perspectives of young people, community and the beauty of being a young person living in the Northern Territory. Individual interests of members centred on education, employment opportunity, economic and population growth, increased youth engagement within politics and encouraging interaction and engagement of young people within the Darwin Central Business District.

Multicultural Affairs

The Northern Territory Government continued to encourage and support our vibrant multicultural communities to contribute across all areas of Northern Territory life. In 2018-19, Territory Families, through the Office of Multicultural Affairs invested \$1.5 million in funding through several grant programs to non-government organisations and multicultural community associations. Grants supported 112 events and cultural celebrations, initiatives and services to support migrants, upgrades

to multicultural facilities and facility sharing arrangements and university scholarships. The Office of Multicultural Affairs continued to provide assessment and advice to the public on overseas qualifications.

Three multicultural organisations received funding through government's Multicultural Community Facilities Grants Program:

- the Hindu Society of the Northern Territory received funding for work on its Harmony Hall and construction of 30 carparks
- the Italian Sports and Social Club received funding to repair fencing damaged by Cyclone Marcus
- the Serbian Orthodox Church Mission of St Sava Incorporated received funding to renovate and extend toilet facilities.

In addition, the Filipino Australian Association of the Northern Territory, Greek Orthodox Community of Northern Australia, Hindu Society of the Northern Territory and the Portuguese and Timorese Social Club received funding under facility sharing arrangements.

Territory Families also supports and coordinates the Minister's Advisory Council on Multicultural Affairs which provides high level and strategic advice from the community to government on matters related to multicultural affairs. The Council, chaired by Mr Georges Oteng (2018) and Mr Yash Srivastava (2019), and its working groups, focus on issues and initiatives related to skills and employment and community education for migrants and the multicultural community. The Council met twice during the year.

One of the Northern Territory's major multicultural events is the annual Darwin Waterfront Harmony Soiree. Organised by Territory Families, Darwin Waterfront Corporation, Darwin Community Arts and the Multicultural Council of the Northern Territory, the May 2019 soiree was a celebration of the Northern Territory's cultural richness, diversity and a display of harmony as a multicultural society. The well-attended event included cultural performances, a lantern competition, a lantern flotilla release, a fireworks finale as well as food stalls.

GOAL 5: VALUE AND INVEST IN OUR STAFF

SUMMARY OF ACHIEVEMENTS

Territory Families operates a safe and nurturing workplace and aims to be an employer of choice. Three years after forming our agency, our tailored workforce management systems and workplace culture have been consolidated and taken effect.



In 2018-19 we were able to progress significant improvements to the way we value and invest in our staff.

Key achievements in the reporting period have included:

- almost two thirds (552) of the Territory Families workforce responding to the People Matter Survey, well above the Northern Territory Public Sector average of 46 per cent. Survey results indicate the agency rated in line with or above Northern Territory Public Sector results across 77 per cent of the Survey
- our ongoing workforce has stabilised in 2018-19 and our staff turnover continues to be driven by movement in our fixed period employees, with many of these employment offerings being linked to Commonwealth funding arrangements
- endorsing the Territory Families / Charles Darwin University Collaborative Agreement 2019-2024, enabling streamlined employment for up to 25 graduates to occur annually. Should graduates complete three years continuous service, they are able to receive 50 per cent reimbursement for their course fees
- successfully negotiating and implementing the Territory Families' Workplace Integrated Scholarship Program 2019-2026 through Charles Darwin University. This agreement provides five funded scholarships and paid work placements for Psychology and Social Work students, with three scholarships prioritised for Aboriginal students
- developing the Early Careers Program, which brings together a strategic approach to our participation in careers expos and programs including the Northern Territory Government School Based and Aboriginal Government School Based Traineeship, Trainee and Aboriginal Traineeship, Graduate and Aboriginal Graduate, Vacation Employment, Work Experience and Aboriginal Employment Programs
- supporting nine Territory families staff to undertake the Public Sector Management Program commencing in May 2019, along with two who undertook the 2018 program
- continuing to enhance and deliver the Territory Families Corporate Induction Program
- commencing the consultation and design of an Aboriginal Workforce Plan
- conducting 13 workshops across well-represented staffing cohort of over 150 employees to assist in developing our Employee Value Proposition (top five reasons to work for Territory Families), a key priority under our Workforce Development Plan
- in regional areas, focusing on recruitment to vacant positions
- engaging a consultant to undertake a structural review of Territory Families with a focus on our: executive level structure; approach to regionalisation; frontline staffing and resourcing requirements; and business administration functions; with a final report due for consideration next financial year
- completing a review of the Territory Families Human Resources Delegations to ensure compliance with the Northern Territory Public Sector 2017-2021 Enterprise Agreement
- introducing new internal human resource and workforce development policies and guidelines
- engaging the services of MediMobile to administer the Agency's 2019 Influenza Vaccination Program.

Agency Staff by Classification

Territory Families is committed to ensuring that its workforce is aligned to agency business needs, with a strong focus on frontline service delivery and flexible administrative capacity. Figure 11 outlines FTE staffing by classification and the variation from June 2018 to June 2019. With largely stable numbers in the professional stream, notable variation has occurred in the administrative cohort, largely through reclassifying Youth Justice Administrative Officer 3 positions to Administrative Officer 4 positions.

FIGURE 11: Agency Staff by Classification at 30 June 2018 and 2019

Classification	30 June 2018 FTE	30 June 2019 FTE
Executive Officer 6 - Contract	1	1
Executive Officer 5 - Contract	1	0
Executive Officer 4 - Contract	1	1
Executive Officer 3 - Contract	2	2
Executive Officer 2 - Contract	7	8
Executive Officer 2	1	2
Executive Officer 1 - Contract	10.8	10.5
Senior Professional Officer 2	6	6.4
Senior Administrative Officer 2	22	24
Senior Professional Officer 1	28.04	25.65
Senior Administrative Officer 1	44.9	48.24
Administrative Officer 7	60.06	60.25
Professional 3	63.9	68.3
Administrative Officer 6	64.5	87.62
Professional 2	83.42	88.24
Professional 1	77.22	77.05
Administrative Officer 5	36.81	52.2
Administrative Officer 4	116.4	211.54
Administrative Officer 3	116.03	74.68
Administrative Officer 2	19.2	18.35
Technical 6	1	1
Technical 4	1	0
Physical 4	26.87	22.89
School Based Trainee	0	1.2
Graduate Trainees	2	2
NTPS Traineeship Aqf4 Level A	0	1.8
Total	793.15	895.91

CDU agreement emphasising scholarships and student placements

In May 2019 Territory Families entered into a six-year Collaborative Agreement with Charles Darwin University (CDU). The agreement features graduate employment, student placements and scholarships with an emphasis on supporting students who are Aboriginal, women or from culturally diverse backgrounds. Under the agreement the number of qualified full-time frontline child protection workers will increase, and we will be able to offer 12 months fixed term employment for up to 25 full-time graduate positions to social work or psychology students.

In addition, Territory Families has offered five Work Integrated Learning Scholarships each year to eligible students, three of which are prioritised for Aboriginal students. Under these scholarship arrangements, students connect in regularly with Territory Families throughout their studies, undertake field-placements with a view to developing greater work readiness for potential employment as a professional frontline child protection practitioner, and receive funding support while undertaking study.

In 2019, five students were awarded Work Integrated Learning Scholarships under the Collaborative Agreement. Two students of Psychological Science (one Honours), one studying their Master of Psychology (Clinical) and two students of Social Work. One WILS participant also participated in a placement over the mid-year university break. Territory Families is continuing to work with CDU to capture current and potential Aboriginal students earlier and promote the WILS opportunity to them.

Under the agreement, there is provision for graduate employment and student placements and targeted scholarships to build workforce skills in supporting families experiencing vulnerability in the Northern Territory. The agreement emphasises the need for skilled graduates, working to support Aboriginal families. The agreement is an active demonstration of the agency's approach to effective cross-sectoral partnering. The agreement:

- strengthens our relationship with CDU to improve workforce, teaching and research outcomes
- improves the coordination of activity in a range of existing contracts, projects and initiatives and is a means to strategically identify new opportunities to deliver workforce, teaching and research outcomes
- explores innovative approaches to supporting young people leaving care to attain higher education.

The agreement articulates roles and responsibilities, as well as legal, procurement and governance provisions to facilitate activity in four collaborative areas: Research, Evaluation and Reviews; Workforce Development; Training; and Education.

Details of training and professional development

In 2018-19 Territory Families spent \$3.96 million on staff training. During the year we had:

- 63 Youth Justice Officers enrolled in the Certificate IV in Youth Justice
- 18 employees enrolled in the Graduate Certificate in Developmental Trauma
- 36 employees enrolled in the Diploma of Child, Youth and Family Intervention
- 23 employees enrolled assisted to undertake accredited study through the provision of studies assistance via By-Law 41
- 90 employees attended leadership and management courses provided by the Office of the Commissioner for Public Employment
- 107 new foster and kinship carers completed the Foster and Kinship Carer Induction Training Course, through 14 courses delivered across the Northern Territory.

Staff development highlights included:

- enhanced face-to-face and online mandatory and corporate training programs
- a new education and training centre being established to design, develop and deliver best-in-class training programs and professional development pathways
- providing a suite of face-to-face and online mandatory training which improved the knowledge, skills and professional practice of staff whose work contributes to creating safe and supportive environments for children, young people and families



- investment in brokered, topic-specific training to support and assist staff to manage and address situations encountered in their operational activities
- implementing a new and enhanced Youth Justice Induction Program for Youth Justice Officers. A total of 107 youth justice officers completed this program
- strong participation by staff in the Public Sector Management Program, including: three staff graduating from the program in November 2018; two staff completing studies with graduation pending; and a further nine staff being supported to commence their studies under this program
- implementing a new Youth Justice Detention Leadership training program
- implementing a new and enhanced Care and Protection Induction Program for Child Protection Workers. A total of 108 child protection workers completed this program.

A focus of Territory Families has been development and delivery of a middle managers program which provides our staff with the skills to effectively and successfully undertake their roles. The Australian Red Cross delivered Mental Health Matters training to 30 senior leaders to develop capacity to manage staff with mental health concerns. A strategic recruitment strategy was developed, which included exploring new recruitment pipelines and networks such as LinkedIn.

Territory Families' Education and Training section and the CDU Social Work Coordinator collaborated with Griffith University and Professor Martine Powell on specialist vulnerable persons and forensic child interviewing professional development programs that are applicable in the Northern Territory.

Territory Families provided \$0.1 million to the Northern Territory Working Women's Centre to deliver workshops in Managing Domestic and Family Violence in the Workplace for our staff. A total of 161 staff attended this training.

FIGURE 12: Territory Families Corporate Training 2018–19

Course Title	Attendees
Corporate Induction	283
Middle Managers Leadership Development Program	61
Leadership Development	32
Mental Health Matters	30
Managing Domestic Violence in the Workplace	161
DTBI Procurement Awareness	21
DTBI Contract Management Awareness	15
Emergency Management	60

Territory Families corporate induction

Our Employee Advisory and Engagement Committee continued to host the Territory Families corporate induction program to give new employees the knowledge and skills needed to fulfil their roles. The program is one of Territory Families' agency-wide corporate training initiatives. We reviewed the program in the reporting period to ensure continued delivery of relevant information about the agency to ensure staff understand the role and context of the work of Territory Families and how to ensure compliance with key corporate and legislative requirements.

80 staff have participated in the new program which was delivered since February 2019. 33 of these staff provided feedback on the program stating that the content was informative, and that the introduction of a Corporate Services 'Question and Answer' circuit is well received. Participants consistently comment most positively around the We CARE panel which is delivered by senior executive staff and provides an overview on Territory Families as a whole.

Aboriginal Workforce Development Plan

Territory Families relies on an important and large Aboriginal workforce to ensure client needs are considered and met across our service delivery and decision making. At the end of the reporting period, Territory Families employed 157.8 full time equivalent staff who identified as Aboriginal, representing 17.6 per cent of the total FTE.

An agency-specific Aboriginal Workforce Development Plan is being developed. Staff input is fundamental to the development of the plan to capture staff views on challenges and opportunities relevant to Aboriginal employment and career development. A consultation phase commenced in May 2019. An online survey, two information sessions and four workshops were held prior to 30 June 2019, with activity continuing since that date.

Youth Justice officer recruitment and training

An investment of \$3.3 million saw changes to youth detention centre staffing that included more officers in leadership roles in recognition of the complexity of the work. In association, more training and support was provided along with more opportunities for career development. We appointed new staff above previous establishment levels to improve both their safety and service delivery to young people in detention.

The recruitment and attraction strategy included online and print media recruitment promotions. The designated level for a Youth Justice Officer was raised from Administrative Officer 3 to an Administrative Officer 4 to attract more qualified staff, and we maintained our expectation that youth justice officers upskill through completion of the Certificate IV in Youth Justice. Future improvements will include roster alignment to support the planned training needs of existing and new staff and the implementation of an assessment centre to establish a pool of viable candidates.

Territory Families invested \$0.87 million in the Youth Justice Officer Training and Induction Program and six Youth Justice Officer Induction Training courses were held. The course was redesigned to provide additional operational training, including live drills and scenarios in the old Don Dale Youth Detention Centre with a focus on incident responses, escorting and situational awareness. The Youth Justice Officer Induction and Training course is now six weeks in duration.

Establishment of a Clinical Practice Directorate

The Clinical and Professional Practice Directorate was established in July 2018, comprising senior practice leaders and practice leaders based in Darwin, Alice Springs, Tennant Creek, Katherine and Nhulunbuy.

The Directorate is responsible for working alongside Resolutions Consultancy to roll out the Signs of Safety Practice Framework and other practice reforms including implementing and promoting domestic violence informed practice to ensure our frontline workers are provided with support to deliver evidence based quality services to their clients.

The Clinical Governance and Professional Practice Committee provides guidance to the directorate. Work is oversighted by a group of local experts with experience in research, best practice and training in youth justice, trauma and rehabilitation to academia, social work and public health.

Practice leaders focus on workplace learning to build staff capability through the promotion and facilitation of group supervision, intensive practice sessions, appreciative inquiries, mentoring/supervision of new practitioners and case mappings. Directorate staff work closely with the Education and Training staff to revise

the induction program and with the policy team in the development of practice guidance. The Directorate has also worked in partnership with the Gender Equality and Violence Reduction team to introduce domestic violence informed practice including training in the Safe and Together model.

The Directorate held over 60 intensive practice sessions across the Northern Territory on a range of topics that included understanding harm, responding to concerns for children in care, collaborative practice and domestic violence practice.

Work health safety compliance reporting

Territory Families staff reported 271 work health and safety incidents as at 30 June 2019. This was 144 more incidents reported than in 2016-17 largely reflecting increased reporting of being hit by objects and the reporting of hazards. The increase in reporting coincided with improved incident reporting in our youth justice facilities.

FIGURE 13: Incidents by mechanism

	2017-18	2018-19
Being hit by objects*	16	122
Biological factors*	6	12
Body stressing	11	7
Chemical and substances	3	3
Environmental factors	2	2
Hazard	14	53
Hitting objects	5	10
Mental factors*	34	32
Slips, trips and falls*	20	18
Sound and pressure	1	1
Vehicle incidents and other	14	11
Total	127	271

*Being hit by objects means impact to the body by human/s and or other item/s

*Biological factors means contact with, or exposure to biological human or non-human products ie human blood/saliva or waste

*Mental factors mean exposure to a traumatic event, workplace violence, work pressure, suicide or attempted suicide, work related harassment or bullying

*Slips, Trips and Falls means any incident resulting in a slip, trip or from height or same level

Note: the statistics provided in this report are the records of incidents submitted in the mandated NTG reporting system.

GOAL 6:

ENSURE THE STRUCTURES, SYSTEMS AND LEGISLATION SUPPORT OUR VISION

SUMMARY OF ACHIEVEMENTS

Territory Families uses contemporary governance, technology solutions and best practice methods to design, deliver and monitor programs and services.



This included continuing to progress and improve our client information, data collection and procurement systems, involving introduction of whole of government corporate systems GrantsNT and Contrax. We designed amendments to legislation and are progressing planning for the replacement of Don Dale and Alice Springs youth detention centres. Following the passage of amendments to the *Care and Protection of Children Act 2007*, 79 of the 212 recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory that are the responsibility of the Northern Territory Government were completed.

We have streamlined administrative processes for frontline staff through the provision portable electronic devices across all Territory Families

regions. The portable devices enable Territory Families staff to access and update critical operational information while in the field and allow for collaborative and real time partnering with families. Following the success of an August 2018 trial, 220 mobile devices have been distributed to staff around the Territory.

We have introduced a digital diary system and electronic registers to replace hard-copy log books in both youth detention facilities. This records critical incidents and staff activities throughout the day, and enables remote access and oversight to the information entered. This functionality also enables systemic record keeping and reporting, and greater internal and external accountability.

We also progressed plans to introduce accreditation for our out-of-home care services. The first step was the implementation of a robust quality assurance program, requiring all service providers to demonstrate that they are delivering quality care in line with agreed standards and principles. The quality assurance program is based on National Standards for Children in out-of-home care services and the National Principles for Child Safe Organisations. Providers are required to submit comprehensive evidence of how they deliver services that uphold these standards. The assessment and review process is providing Territory Families with assurance of the standard of care currently provided by out-of-home care service providers. Completion of the Quality Assurance Program in December 2018 for all General Residential Care providers and a proportion of purchased home based care providers was an important milestone. It resulted in 78 site visits being conducted across Darwin, Alice Springs, Katherine and Tennant Creek with each provider receiving a formal report on the quality of care provided.

Territory Families has improved our complaints system to encourage more feedback particularly from children. Children in care were also asked

for their feedback about complaints processes and what steps can be taken to enhance the way we listen to and respond to their concerns. The intention is to improve their care experience by having a better understanding of their needs. To action this, Territory Families has created and distributed young people specific materials to promote awareness of the Complaints team as a point of contact if they are unhappy with the services they are receiving.

The 2018-19 Territory Families Audit Plan was endorsed by the Territory Families Audit and Risk Management Committee (ARMC) at its December 2018 meeting. The Plan provides a robust and rigorous forward program to ensure that key risks within the Agency are being managed and controls are operating as intended to mitigate those risks. The Plan will continue to be revised by the ARMC to ensure that audits and reviews align with the key risks and emerging issues within the Agency.

In 2018-19, Territory Families also planned for and commenced implementation of GrantsNT and Contrax, both whole of government contract management systems. The use of these systems will improve that agency's contract management and reporting capabilities and will reduce red-tape by streamlining processes and reporting.

Improving the laws for children and families

In March 2019, the Minister for Territory Families introduced the Care and Protection of Children Amendment Bill 2019, the Youth Justice and Related Legislation Amendment Bill 2019 and the Youth Justice Amendment Bill 2019 to the Legislative Assembly. These critical pieces of legislation implement 23 recommendations from the Royal Commission into the Protection and Detention of Children in the Northern Territory. Territory Families also created an information sharing scheme for the *Domestic and Family Violence Act 2007*. These laws are set to improve life outcomes for children, young people, their families and communities.

The Youth Justice Amendment Bill 2019 amended the *Youth Justice Act 2005* by clarifying operational uncertainties in some parts of the law such as the use of force and restraints, separation and searches for young people in detention. This amendment attracted public interest on the basis of its urgent status, but maintains the protections for young people passed by Government following the Royal Commission.

The Care and Protection of Children Amendment Bill 2019 amended the *Care and Protection Act 2007*. This Bill was introduced to Parliament in March 2019 and is designed to ensure early support for families to take better care of their children and reduce the number of children in out-of-home care, result in more children living with their family, and improve court orders and the legal processes to better protect children.

The Youth Justice and Related Legislation Amendment Bill 2019 was also introduced into Parliament in March 2019. This Bill proposes amendments to the *Youth Justice Act 2005* by limiting the time young people spend in custody, ensuring earlier access to legal assistance for young people in custody, improving the application of bail; ensuring better understanding of detainee's rights; and protecting young people's rights to privacy.

Territory Families has engaged with relevant stakeholders across the Northern Territory to progress these reforms. This has included targeted community engagement, meetings, workshops and regular meetings of the Legislative Amendment Advisory Committee which comprises the North Australian Aboriginal Justice Agency, the NT Legal Aid Commission, Northern Territory Police, the Northern Territory Department of Attorney General and Justice, the CREATE Foundation, Aboriginal Medical Services Alliance Northern Territory, Northern Territory Council of Social Services and the Law Society of the Northern Territory. The diversity of views amongst stakeholders required extensive engagement and consultation and enabled a strong outcome.

On 24 October 2018, the Legislative Assembly passed amendments to the *Domestic and Family Violence Act 2007* to create a new domestic and family violence information sharing scheme (the information sharing scheme) that is the responsibility of Territory Families. The new scheme aims to facilitate coordinated and timely sharing of information between authorised entities in order to assess, lessen and prevent serious threat to a person's life, health, safety or welfare because of domestic and family violence. The amendments will commence on 30 August 2019 which has enabled time for consultation on the guidelines underpinning the scheme which prescribed Information Sharing Entities must comply. The amendments prescribe relevant Northern Territory Government agencies and non-government schools as Information Sharing Entities (ISEs), meaning they must participate in the new scheme. Non-government organisations who provide domestic violence services (as defined in the Act) may also be prescribed as ISEs under the regulations, provided that the Minister is satisfied that the organisation will comply with administrative guidelines.



Territory Families' multi-staged approach to implementing new laws is helping to shift the culture towards a more therapeutic, whole-of-life way of working with children and their families. Effective and contemporary laws support sustainable and systematic change and improve life outcomes for all children in the Northern Territory. The system reform journey is ongoing and Territory Families is currently working on the design of a single Act for vulnerable children and families that incorporates the remaining major elements of both recent Royal Commissions.

Client Management System Alignment Project

It is essential that significant improvements are made to the data, resources and processes which Government uses to manage the welfare and wellbeing of vulnerable children. Timely access to accurate and relevant information is necessary to inform a broad range of operational and policy decisions for the benefit of the child.

The Northern Territory Government has invested \$66.9 million over five years to build a new case management system for Territory Families. Throughout 2018-19 Territory Families sought a contemporary case management system to replace a range of standalone systems to give frontline workers improved records management for assessments and services delivered to children, young people and families. At present, case management of children within Territory Families' portfolio occurs across multiple systems, and often in isolation from valuable health, education and justice-related information. The ageing legacy systems currently used (particularly in the child protection context) drive manual, inefficient business processes and have limited the agency's ability to effectively and efficiently collect, analyse and use relevant data.

Territory Families and the Northern Territory Department of Corporate and Information Services began working toward the implementation of a new case management system for Territory Families' in 2017-18 and a public tender for the development of Phase One of a new client information management was released in November 2018.

The new case management system will address findings from the Royal Commission into the Protection and Detention of Children in the Northern Territory and improve record keeping, information sharing, reporting and case management practices. It is expected to take four years to deliver the full system, including data exchange capability and integration with other government data sources including police, justice, health and education. There will be increased sharing capacity between government agencies and community organisations. The new system will make it easier to access, analyse and generate reports to produce a whole-of-life picture of a child and their family to increase opportunities for early intervention and diversion. Other benefits include improved staff training, retention and productivity and reduced complaints.

Territory Families has been provided \$2.5 million to establish a data warehouse to assist with the creation of improved reporting and evidence on the services provided by Territory Families. In 2018-19 the critical data warehouse infrastructure and expertise was developed and new reports are progressively being rolled out to frontline staff and policy decision makers.

Mobile technology for staff

To streamline and speed up administrative processes for frontline staff, Territory Families conducted a trial of portable electronic devices across all regions. Rollout of laptops and mobile phones was in response to recommendations from the Royal Commission and is also in line with Territory Families' strategic plan. Our staff in the field are now able to access and update critical operational information and allow for collaborative and real time partnering with families. Following the success of the trial, 220 mobile devices have been issued to frontline operational staff around the Territory. Those receiving tablets were trained in their use.

Surveys of children in out-of-home care

Territory Families recognises the importance of monitoring and acting on the views of children in out-of-home care. Recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory reflected the importance of monitoring the views of children in out-of-home care. Incorporating the views of children in out-of-home care aligns with Territory Families Strategic Plan 2017-2020. Three survey regimes have sought the views of Northern Territory children in out-of-home care, as described below.

The Australian Institute of Health and Welfare (AIHW) released the results of its second biannual survey in March 2019, titled *The Views of Children and Young People in Out-of-home care Report, 2018*. The national report only published national average results based on a sample of respondents from each jurisdiction. It did not produce Northern Territory-specific data. The report found that:

- 92 per cent felt safe and settled
- 72 per cent felt satisfied with the type of contact they had with family members
- 66 per cent felt they had a say in what happened to them.

The Northern Territory expanded the national survey tool so that caseworkers can continue to engage with youth in out-of-home care outside of the survey period to inform ongoing care planning and support:

- 85 per cent felt that people listened to what they had to say
- 84 per cent felt safe where they lived
- 78 per cent reported they had a say in what happened to them either all the time or most of the time.

FACILITY AND INFRASTRUCTURE PROJECTS

Youth detention facilities

The Northern Territory Government is investing \$71.4 million to replace the Don Dale Youth Detention Centre and refurbish the existing Alice Springs Youth Detention Centre. A 10 Year Strategic Youth Justice Infrastructure Masterplan is being developed for the Northern Territory, which will ensure a long-term and sustainable approach to the delivery of facilities to support youth justice services.

In 2018-19, the Northern Territory Government considered a number of potential sites for the development of a new Darwin Youth Justice Centre. The delivery of a new Darwin Youth Justice Centre is a key priority and is in line with the recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory.

Planning was undertaken for existing infrastructure at the Alice Springs Youth Detention Centre to be redeveloped to better meet the needs of at-risk young people, detention centre staff, and visitors.

Bennett Design Group has been awarded the \$3.3 million contract to plan and design the new Darwin Youth Justice Centre and design infrastructure upgrades and the redevelopment plan for the Alice Springs Youth Detention Centre.

The new design will balance safety and security with rehabilitation and reintegration strategies while incorporating the gender, cultural and individual needs of young people. It will also include the appropriate health, mental health, programs and educational services.

In consultation with key stakeholders, Territory Families has developed design principals which include that the facility:

- must be secure
- provide a safe environment that minimises potential harm

- should have a campus-like feel
- provides opportunities for rehabilitation and reintegration back into the community
- provides an environment that responds to the gender, cultural and individual needs of young people in detention
- focuses on health, mental health, programs and educational services.

Territory Families is working with young people in detention, Traditional Owners, Aboriginal stakeholder groups, legal services, local government and youth justice officers to design the new youth justice centres and develop programs and services that meet their needs.

Specialist Advisory Groups have been established to guide and inform this work.

Domestic and family violence infrastructure

In line with the Northern Territory Government's commitment to invest in locally driven services to ensure victims of domestic, family and sexual violence are protected and helped to recover in safe spaces, Territory Families worked with local partners to progress a new women's shelter in Alice Springs and a community led process to develop a new women's safe house in Galiwin'ku.

The redevelopment of the Alice Springs Women's Shelter was funded through a \$6 million capital grant paid across 2017-18 and 2018-19. The design of the Shelter and Project Management was undertaken by a local company, Tangentyere Design, with a construction contract awarded to Ausbuild NT.

The new shelter, operated by Women's Safety Services of Central Australia has a new 13 room crisis accommodation building with capacity for 30 beds. Through the renovation of existing buildings, a new learning hub offers a family space that includes a training kitchen, pantry and an art and craft training room. The shelter also has a women's space, where women experiencing homelessness can come to have a meal and shower. The new facility will provide more flexible, family focused accommodation for women and their children in Central Australia who are under immediate threat from domestic violence.

Development of a new Women's Safe House in Galiwin'ku has progressed in partnership with the Galiwin'ku Women's Space Incorporated (GWSI). In 2018-19, an establishment grant of \$0.3 million was provided to GWSI to enable the group to secure a fit out an interim office space in Galiwin'ku. Territory Families is working closely with GWSI to develop the service delivery model, with the Department of Infrastructure, Planning and Logistics (DIPL) supporting GWSI with the infrastructure design. A four day workshop was held in Darwin from 8-12 April 2019 to progress the service delivery model and the physical design of the building. A suitable site has now been selected by GWSI and the process to secure permission from Traditional Owners and tenure over the property has been finalised, with tender processes to commence in the second half of 2019. \$1 million has been allocated from the Capital Works budget to this project. Territory Families is working with GWSI to ensure operational funding is targeted to support domestic violence services.

The Galiwin'ku Women's Space has progressed, with land tenure secured through negotiations with the Northern Land Council. Territory Families facilitated a study tour for nominated Galiwin'ku Women's Space members to visit other remote community Women's Safe Houses. Following this visit, Galiwin'ku Women's Space have developed a strategic plan for the development of the shelter and a broad model for the services that they would like to provide. The project has proceeded to consideration of the facility's operating mode, with work being led by local Aboriginal women in Galiwin'ku to ensure it delivers to their needs.





Information release

Territory Families assisted members of the public and other organisations to access government and personal information. Our assistance included managing formal applications received under the freedom of information provisions of the *Information Act*. In 2018-19 we received 128 freedom of information applications. Of these, 89 received information in response, with the remainder either withdrawing, being transferred or receiving none of the information requested. In addition Territory Families responded to 78 court orders for production of material.

FIGURE 14: Information requests received 2018-19

	Received	Completed
Freedom of information requests	128	128
<i>Family Law Act Section 69ZW</i> requests	41	41
Subpoena	1	1
Summons	18	18
Coroner's warrant	11	11
Police warrant	11	11
Court request interstate – including subpoena federal	7	7
TOTAL	206	206

FIGURE 15: Freedom of information requests received compared with previous years

	2016-17	2017-18	2018-19
FOI requests received	47	73	128*

Note: A total of 131 FOI applications were dealt with, including 3 received from the previous year.

Complaints and feedback

Feedback from Territory Families' clients and stakeholders informs service delivery and policy development. Territory Families has multiple avenues for receiving feedback from clients and stakeholders. These include a complaints hotline and email address, complaint referrals from the Children's Commissioner, client surveys and stakeholder consultations. Complaints are an important and valued component of the agency's continuous improvement processes and allow staff to understand client and stakeholder views.

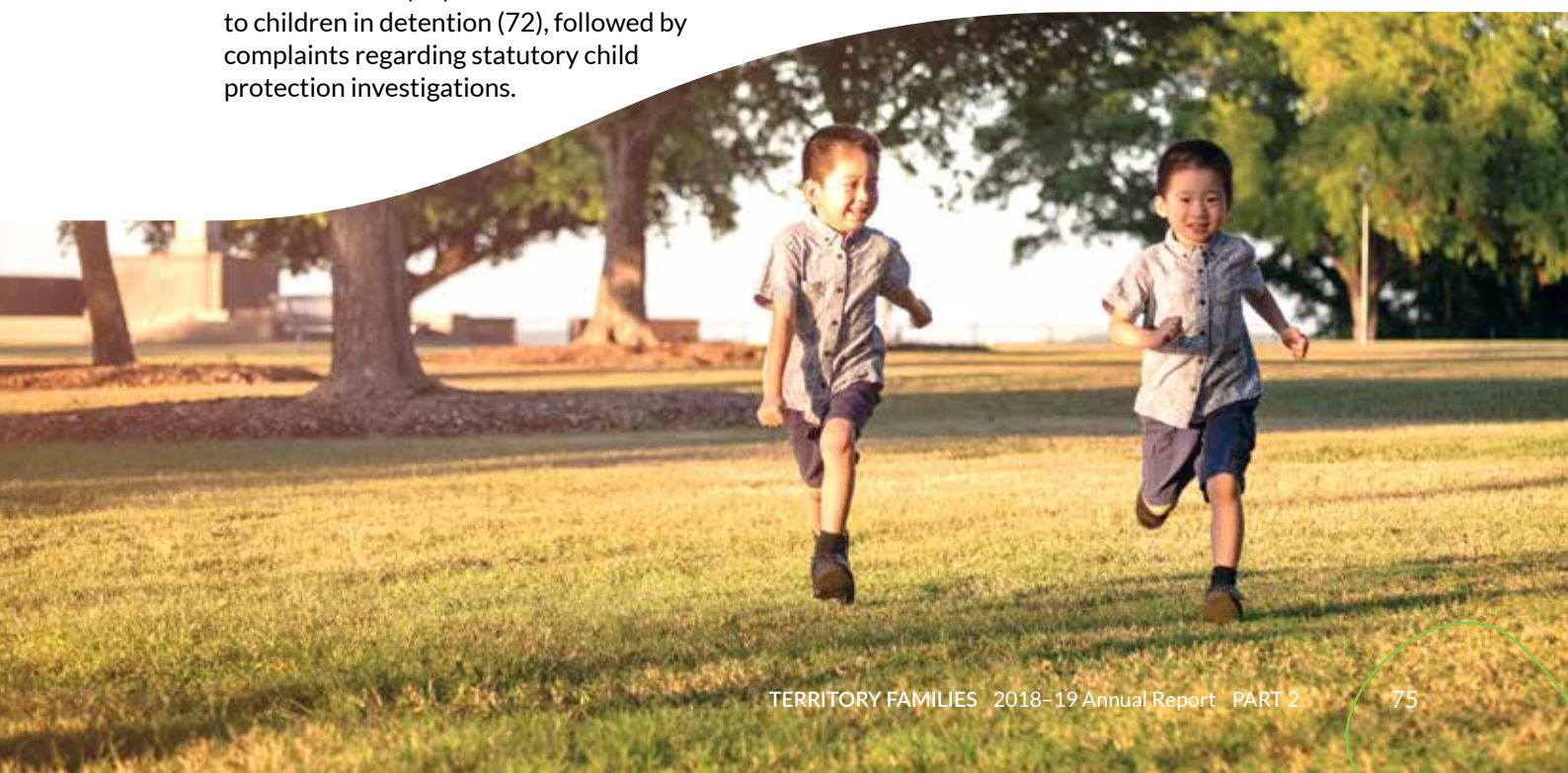
We received 452 complaints in 2018-19. We had resolved 430 by 30 June 2019, with only seven ongoing. Of the resolved complaints, 236 were upheld with the balance not upheld or partially upheld, withdrawn, or there was insufficient information to make a determination.

Parents of children in care made 14 complaints, foster or kinship carers made 37 complaints and relatives made 19 complaints. One child in out-of-home care lodged a complaint and no individuals who had left care lodged complaints. The largest number of child protection complaints related to services delivered to children in care (62) and services delivered to children in detention (72), followed by complaints regarding statutory child protection investigations.

Territory Families received 25 complaints regarding worker or carer behaviours. Of these, nine related to staff engaged with children in care, four to staff engaged with children in detention, and two to staff who conducted a child protection investigation. Territory Families received 76 complaints about youth justice service delivery, predominantly about the facilities (the largest number related to views about poor quality of service). Of the 76, 10 were received directly from children.

In 2018-19 Territory Families received 61 formal submissions of feedback or comments. Additionally, 121 'service requests' were received from the Office of the Children's Commissioner. These requests are for the Office to either obtain documentation from Territory Families or to access agency databases. In addition there were 57 requests received from other sources.

Five formal compliments were received from stakeholders, relating to the professional standards of staff in cooperation with other government and non-government organisations.



Audits and reviews

Territory Families audits and reviews its functions and performance and those of its funded services to ensure that structures, systems and controls are appropriate and effective, and to make recommendations for improvement to achieve optimal performance and outcomes. In 2018-19 these included:

AUDIT/REVIEW	PURPOSE
Travel Audit	To verify that travel undertaken by agency staff was in compliance with agency and whole of Government requirements. This audit was mandated by the Department of the Chief Minister.
Value for Territory (Buy Local) Audits	To review the agency's compliance with the Buy Local Plan and Procurement Rules. These audits were mandated by the Department of Trade, Business and Innovation.
Operations of Northern Territory Youth Detention Centres Review	To examine stakeholder perceptions about operations at Alice Springs Youth Detention Centre and Don Dale Youth Detention Centre to ensure that the best interests of the young people in detention are safeguarded and that operations personnel have appropriate levels of support and resourcing.
Review of Record Arrangements in Youth Detention Centres	To review record keeping in youth detention centres in relation to the duty of care and management of detainees and detention centre operations.
Review of Child Placement Process	To review the efficiency and effectiveness of Territory Families Out of Home Care placement process to meet the needs of children.
Out-of-Home Care Service System Review	To assist the agency to design a reformed Out of Home Care service system that is holistic, culturally safe, cost-efficient and sustainable.
The Women's Refuge Service Review	To examine the service delivery models of the Tennant Creek Women's Refuge and the Katherine Women's Crisis Centre to identify opportunities for strengthening workforce capacity and sustainability.
Service System Review – domestic, family and sexual violence services in Barkly and Big Rivers Region	To review the effectiveness, connectivity and sustainability of the domestic, family and sexual violence services in two regions.
Child Protection Market Allowance Review	To review market and retention strategies and costing alternatives in relation to a Territory Families Regional Incentive Model to attract and retain child protection staff.
Objective remote service delivery and organisational structure within Families and Regional Services Review	To facilitate the integration of the Remote Family Support Service and Women's Safe Houses into a regionalised model of service delivery.

Compliance with *Public Sector Employment and Management Act*

Employment instruction	Action
<p>Number 1 Filling vacancies Chief Executive must develop a procedure for the filling of vacancies</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Recruitment and Selection Policy, Employment Instruction Number 1 and Commissioner's guideline. The agency mandates recruitment and selection training for all selection panel members. The NTPS Recruitment and Selection Policy is available on the staff intranet.</p>
<p>Number 2 Probation Chief Executive must develop a probation procedure</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 2, Commissioner's guideline, and has agency-specific guidelines. During the reporting period, there were 358 new commencements in Territory Families. 73 staff had their probation confirmed, 3 received automatic extensions for a further six months and 68 staff received automatic confirmations for probation at 12 months. No staff were terminated whilst on probation.</p>
<p>Number 3 Natural justice A person who an impending decision may adversely affect must be afforded natural justice before a final decision is made</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 3, and the Commissioner's guideline. The principles of natural justice are embedded in relevant policies to ensure staff awareness.</p>
<p>Number 4 Employee performance management and development systems Chief Executive must develop and implement an employee performance management and development procedure</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 4 and has an established myCareer Framework, with information available via the intranet and links to the Office of the Commissioner for Public Employment resources. 341 staff had myCareer plans in place during the reporting period.</p>
<p>Number 5 Medical examinations Chief Executive may engage a health practitioner to undertake an examination of an employee in the case of inability, unsatisfactory performance or breach of discipline matters</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 5. The agency engages qualified health practitioners to assess an employee's fitness for work on an as-needed basis. One staff member was referred for an Independent Medical Examination in 2018-19.</p>
<p>Number 6 Employee performance and inability Chief Executive may develop employee performance and inability procedures</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 6, Commissioner's Guideline, and has agency-specific 'Improving Employee Performance Guidelines'. One formal inability proceeding was initiated in 2018-19.</p>

Employment instruction	Action
<p>Number 7 Discipline Chief Executive may develop discipline procedures</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 7 and the Commissioner's Guideline. Territory Families considers the framework provided by the Commissioners documents sufficient and Agency specific procedures are not required. Each disciplinary matter is managed on a case-by-case basis.</p> <p>16 formal discipline processes were initiated in the employment period.</p>
<p>Number 8 Internal agency complaints and Section 59 grievance reviews Chief Executive must develop an internal employee grievance-handling policy and procedure</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 8 and has an agency-specific policy, guidelines and frequently asked questions.</p>
<p>Number 9 Employment records Chief Executive is responsible for keeping employees' records of employment</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 9 and has agency-specific guidelines to ensure employment records are created and managed in accordance with legislative requirements</p>
<p>Number 10 Equality of employment opportunity programs Chief Executive must develop an equality of employment opportunity program integrated with corporate, strategic and other agency planning processes</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 10. Territory Families is progressing the development of an Aboriginal Workforce Plan with the intent to implement it in the second half of 2019.</p>
<p>Number 11 Occupational health and safety standards program Chief Executive must ensure the application of appropriate occupational health and safety standards and programs and report annually on these programs</p>	<p>Territory Families has implemented a range of work health and safety programs and systems, including the WHS Management System Framework. Other documents include WHS policy, WHS strategy plan and WHS performance targets guideline. These documents are available on the staff intranet.</p>
<p>Number 12 Code of conduct Chief Executive may issue an agency-specific code of conduct</p>	<p>Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 12 with information available via the Territory Families staff intranet and links to the Office of the Commissioner for Public Employment resources.</p>

Employment instruction**Action****Number 13**

Appropriate workplace behaviour
Chief Executive must develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying

Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 13 and Commissioner's guideline. Information is available on the Territory Families intranet, with links to the Office of the Commissioner for Public Employment resources. Training and information is available to all Territory Families employees as part of their induction. The Territory Families 'Respect in the Workplace' policy guides employees on appropriate workplace behaviour and the process for dealing with inappropriate behaviour in the workplace.

Number 14

Redeployment and redundancy procedures

Territory Families applies the Office of the Commissioner for Public Employment Employment Instruction Number 14, with information available via the Territory Families staff intranet and links to the Office of the Commissioner for Public Employment resources.

13 voluntary redundancies were effected in 2018-19.

Number 15

Special measures

Territory Families applies a special measures recruitment plan for all advertised vacancies and has some designated Aboriginal positions in support of growing the Aboriginal workforce. Information is available on the Territory Families intranet, with links to the Office of the Commissioner for Public Employment resources.

Over the reporting period, 34 recruitment actions were filled by Aboriginal applicants under special measures, which is 20.9% of all successful applicants recruited.



OUR GOVERNANCE COMMITTEES



Executive Leadership Group

The Executive Leadership Group assisted the Chief Executive Officer in the strategic management, operation and policy direction of the agency. The group held 11 meetings from July 2018 to June 2019.

Membership at 30 June 2019 comprised:

- Chief Executive Officer (Chair)
- Deputy Chief Executive Officer, Families and Regional Services (Deputy Chair)
- Deputy Chief Executive Officer, Organisational Services (Deputy Chair)
- General Manager, Youth Justice
- Executive Directors and Regional Executive Directors
- Chief Financial Officer
- Chief Information Officer
- Senior Directors, People and Capability; Office of the Chief Executive Officer; Infrastructure and Emergency Management
- Director, Corporate Communications
- Director, Clinical and Professional Practice Directorate
- two staff as a development opportunity.

In 2018-19, the Executive Leadership Group assisted the Chief Executive Officer with:

- strategic decision making relating to responding to the Royal Commission into the Protection and Detention of Children in the Northern Territory and the Royal Commission into Institutional Responses to Child Sexual Abuse, and implementing recommendations
- implementation of agency priority projects, including improvement initiatives in youth justice and child protection, clinical practice framework, implementation of the Northern Territory Concession Scheme and the Seniors Recognition Scheme, and the Domestic and Family Violence Reduction Framework
- the design of Territory Families' key priorities for 2018-19, office fit-outs and emergency management plans
- oversight and direction relating to performance reporting, budget and people management, corporate communications activities, and cross-government activity
- policy approval related to youth justice, operational support, people and capability, and ethical decision making.

Senior Executive Group

The Senior Executive Group oversees the Agency's strategic agenda. It also provides a forum for the Agency's senior executives to monitor key deliverables and exchange knowledge and information about the Agency's operations. The group nominally met on a weekly basis for the majority of weeks from July 2018 to June 2019. A small number of exceptions occurred when a meeting was deferred or cancelled due to other major events and priorities.

Membership at 30 June 2019 comprised:

- Chief Executive Officer (Chair)
- Deputy Chief Executive Officer, Families and Regional Services (Deputy Chair)
- Deputy Chief Executive Officer, Organisational Services (Deputy Chair)
- General Manager, Youth Justice
- Executive Director, Youth Justice Operations
- Executive Director, Operational Support
- Executive Director, Strategy, Policy and Performance
- Executive Director, Programs and Engagement
- Regional Executive Directors (on a rotational basis)
- Chief Financial Officer
- Senior Director, People and Capability
- Senior Director, Office of the Chief Executive Officer (Secretariat)
- Director, Corporate Communications.

The Senior Executive Group travelled to regions across the Territory to meet staff and stakeholders, undertake site visits and improve knowledge and awareness of regional priorities. In 2018-19, the group travelled to Nhulunbuy and Tennant Creek and the Palmerston offices.

Employee Advisory and Engagement Committee

The Employee Advisory and Engagement Committee ensures a positive, inclusive and stimulating workplace for all staff, in line with Territory Families' strategic goal of valuing and investing in our people. Reports through to the Strategic HR Committee. The Committee met five times during July 2018 to June 2019.

Membership at 30 June 2019 comprised:

- Ms Nicole Hurwood, Deputy Chief Executive Officer, Organisational Services (Chair)
- Ms Michelle Murray, Senior Director, People and Capability
- Ms Lauren Pike, Director, Corporate Communications
- Ms Soana Vaihu, Director, Southern Region
- Mr George Tetteh, Manager, Northern and Eastern Desert, Southern Region
- Ms Tania Roberts, Council on the Ageing NT as Seniors Card Manager
- Ms Chanel Baily, Senior Review Officer, Implementation and Assurance
- Ms Aloha Richards, Senior Aboriginal Community Worker, Investigation and Assessment, Greater Darwin Region
- Ms Jacqui Daniels, Manager, Arnhem Office
- Ms Karen Brown, Youth Justice Officer, Don Dale Youth Detention Centre
- Mr Peter O'Shea, Team Leader, Remote Family Support
- Ms Amanda Thompson, Team Leader, Greater Darwin Region
- Ms Alma Hanna, Project Officer, Out-Of-Home Care Reform
- Ms Christina Walker, Aboriginal Workforce Development Officer, People and Capability
- Mr Kelvin Williams, Aboriginal Community Worker, Long Term Care, Greater Darwin Region
- Ms Stacey Kontogianis, Senior Child Protection Practitioner, Strengthening Families and Reunification, Greater Darwin Region
- Ms Fern Mahony, Membership Admissions Officer, NT Concession and Recognition Scheme
- Ms Kim Nielson, Youth Outreach and Reengagement Officer, Katherine
- Ms Anthony Ah Mat, Project Assistant, Office of Gender Equality and Diversity
- Ms Rozlyn Ortner, Executive Officer (Secretariat)
- Community and Public Sector Union representatives.

Senior Executives including the Chief Executive also attended each meeting to network with and hear from staff about their ideas and issues affecting them in the workplace. In 2018–19 the committee gave specific attention to:

- Aboriginal Cultural Security Framework
- Strategic Plan Actions 2018-19 and 2019-20 Refresh
- Procurement Awareness
- New CARE Client Management System
- Overview of the Greater Darwin Region
- People Matter Survey
- Out-of-Home Care Reform
- Values and Recognition Program
- Strategic Recruitment and Employee Value Proposition
- Implementing New Wards in the Southern Region
- Building Financial Literacy in Territory Families
- Youth Justice Initiatives.

Audit and Risk Management Committee

The Audit and Risk Management Committee is responsible for giving strategic advice to the Chief Executive Officer on the Agency's emerging risks and monitors/reviews financial reporting, Agency performance, risk management and the internal control framework.

The Committee Membership at 30 June 2019 comprised:

- Mr Peter Plummer, External Member (Chair)
- Mr Antoni Murphy, External Member
- Deputy Chief Executive Officer, Organisational Services
- Deputy Chief Executive Officer, Families and Regional Services
- General Manager, Youth Justice
- Executive Director, Strategy, Policy and Performance.

In 2018–19, the Audit and Risk Management Committee met four times. Meetings were held in Darwin and a regional visit to Katherine was also held in May 2019.

In 2018–19, the Audit and Risk Management Committee considered a broad range of strategic and operational issues, including:

- endorsing the Internal Audit Plan for 2018-20
- considering feedback from the People Matters Pulse survey
- monitoring the implementation of Agency budget measures
- monitoring policy, program and systems reform, including in relation to out-of-home-care and youth detention
- providing oversight of internal and external reviews and audits
- considering streamlined processes around strategic planning and risk management oversight and reporting
- developing an Agency key obligations register
- considering the Agency's preparedness for the commencement of the *Independent Commissioner Against Corruption Act*.

Budget Committee

The Budget Committee ensures effective allocation and management of resources to achieve service delivery outcomes, within a balanced budget. The Committee met once a month during the 2018-19 financial year.

Membership at 30 June 2019 comprised:

- Chief Executive Officer (Chair);
- Deputy Chief Executive, Organisational Services (Deputy Chair);
- Deputy Chief Executive, Families and Regional Services;
- General Manager, Youth Justice.
- Chief Financial Officer; and
- Executive Director, Strategy, Policy and Performance.

In 2018-19 the Budget Committee:

- received regular reports on Territory Families budget and financial performance, and reviewed 2018–19 budget submissions prior to their lodgement to Budget Cabinet.
- provided the Chief Executive Officer with advice on the appropriate allocation of the funding to a range of new projects and activities.

- developed and oversaw implementation of fiscal management strategies to offset budget demand for Out-of-Home Care and Youth Justice outputs along with providing strategies to achieve savings targets set by the Northern Territory Government budget repair measures.

Strategic Human Resources Committee

The Strategic Human Resources Committee was formed to monitor the strategic human resource planning and management for Territory Families. The Committee met 10 times during the year.

Membership at 30 June 2019 comprised:

- Deputy Chief Executive Officer, Organisational Services (Chair)
- Deputy Chief Executive Officer, Families and Regional Services (Deputy Chair)
- General Manager, Youth Justice
- Senior Director, People and Capability
- Aboriginal Workforce Development Officer (Secretariat)

During each meeting the Committee:

- monitored and reviewed strategic Territory Families Human Resources (HR) issues
- monitored, reviewed and analysed staffing and workforce strategies at a system level in response to workforce data and analysis
- monitored the Executive Contract Officer and Senior Administrative Officer profile
- monitored staffing profiles and matters relating to recruitment
- provided strategic oversight and advice to assist with the management of unattached and case managed employees.

Strategic Information Management Committee

The Strategic Information Management Committee provides strategic direction regarding information management, knowledge management and information and communication technology for Territory Families. The committee met once every two months during the 2018-19 financial year.

The Committees Membership at 30 June 2019 was:

- Executive Director, Strategy, Policy and Performance (Chair)
- Executive Director, Youth Justice
- Executive Director, Operational Support
- Executive Director, Regional Office
- Senior Director, People and Capability
- Director, Performance and Data Management
- Director, Information Technology
- Chief Information Officer
- Chief Finance Officer
- Deputy Chief Executive Officer, Department of Corporate and Information Services (External Member)

In 2018–19 the committee oversaw a range of strategic initiatives including the design and commencement of the project to deliver a Territory Families data warehouse, the online professional notifiers database, the rollout of mobile technology to frontline workers and the production of fully compliant youth justice national minimum dataset.

Emergency Management Committee

The Emergency Management Committee assisted the agency to fulfil its obligations to perform as the Welfare Group in the Territory, Regional and Local Emergency Plans under the *Emergency Management Act NT (2013)*. The committee was established to meet twice a year however, as a result of the emergencies experienced in 2018-19, three meetings were held.

Membership at 30 June 2019 comprised:

- General Manager Youth Justice (Chair)
- Deputy Chief Executive Officer, Families and Regional Services
- Deputy Chief Executive Officer, Organisational Services
- Chief Financial Officer
- Executive Director, Operational Support
- Executive Director, Greater Darwin Region
- Executive Director, Northern Region
- Executive Director, Southern Region
- Executive Director, Youth Justice
- Director, Corporate Communications
- Senior Director Infrastructure and Emergency Management (Welfare Group Leader).

In 2018-19 the Emergency Management Committee:

- responded to inter-jurisdictional assistance from Queensland to provide welfare support to the Queensland flood relief effort
- responded to the complex Cyclone Trevor incident
- responded to an extreme violence incident
- undertook evacuation centre training
- provided advice to the Department of the Chief Minister Shelter Audit
- updated all Emergency Plans
- updated committee Terms of Reference.

Clinical Governance and Professional Practice Committee

The Clinical Governance and Professional Practice Committee provides independent oversight and leadership in the development and implementation of evidence-based clinical practice to care and protection and youth justice services. The Committee met four times during the year.

Membership at 30 June 2019 comprised:

- Ms Denise Riordan (Chair) (external member)
- Judge Sue Oliver (external member)
- Dr Howard Bath (external member)
- Deputy Chief Executive Officer, Families and Regional Services
- General Manager, Youth Justice
- Senior Director, Implementation and Assurance (Secretariat)
- Director Child and Family Centres
- Director, Clinical Practice Directorate.

In response to the Youth Justice Statement of Commitments released on 8 May 2019, Territory Families proceeded to recruit additional external members on the Committee. Two new Members were appointed in June 2019. They will attend their first Committee meetings in 2019-20:

- Professor Michael Levy (External Member)
- Professor Allison Elliott (External Member).

In 2018–19 the Clinical Governance and Professional Practice Committee:

- conducted site visits to Don Dale Youth Detention Centre; Alice Springs Youth Detention Centre; Tangentyere Safe Families Residential Care; Saltbush Supported Bail Accommodation; and Youth Outreach and Reengagement team in Alice Springs
- received and commented on Safe, Thriving and Connected strategic reform; Out-of-Home Care Reform; legislative amendments to the *Care and Protection of Children Act* and the *Youth Justice Act*; development of the Professional Notifier Portal; Aboriginal Cultural Security Framework; and the Out-of-Home Care Quality Assurance Program
- monitored the Signs of Safety implementation plan and evaluation framework
- reviewed the development of a Youth Justice Specialist Assessment and Treatment Services Team
- invited the Department of Health to explore challenges and opportunities to deliver health services, particularly alcohol and other drug services and mental health services to children and young people
- provided oversight of internal processes for complaints management and the recommendations register.

Youth Justice Advisory Committee

The Youth Justice Advisory Committee is a statutory advisory body that provides independent advice regarding the administration and operation of the *Youth Justice Act 2005* to the Minister responsible for youth justice.

The Committee focuses on improving the effectiveness of the youth justice system in the Northern Territory, particularly with respect to crime prevention initiatives and rehabilitating young offenders. The Committee informs the Minister for Territory Families about issues affecting youth justice, including the planning, development and implementation of youth policies and programs. It also collects and analyses information about youth issues and policies. The Committee meetings allow members to play a pivotal role in informing Government to provide culturally responsive, localised approaches that support the needs of vulnerable young people or those already in the youth justice system.

The 12-person committee comprises community and regional members, including non-government representatives, and provides a voice for young people. During 2018-19, membership included:

- Mr Desmond Campbell, Anti-Discrimination Commissioner (Chair until resignation in April 2019)
- Mr Stewart Wiley, Papulu Apparr Kari Aboriginal Corporation (Chair from April 2019)
- Mr Ian Lea, Northern Territory Police
- Ms Susan McPherson, Department of Education
- Mr Clement Ng, Department of Attorney-General and Justice
- Ms Jane Bochmann, Law Society Northern Territory
- Ms Michelle Bates, Private Consultant
- Ms Meg Geritz, Territory Families
- Ms Sarah Holder, Northern Territory Council of Social Services
- Ms Thomasin Opie, Legal Aid Commission (resigned prior to 30 June 2019)
- Mr Matthew Bonson, Law and Justice Legal Services (resigned prior to 30 June 2019)
- Ms Tierneigh Parnell, Youth member (resigned prior to 30 June 2019).

The Committee held five meetings during the year, undertaking work and providing advice to the Minister in eight priority focus areas:

- the implications of raising the age of criminal responsibility
- decriminalising bail breaches
- availability of Section 84 *Youth Justice Act* conferencing
- the separation of child and adult court matters
- through cares
- availability of reports for young people with mental health conditions/intellectual disability
- the future role and function of the Committee
- the interface between child protection and youth justice.



three

FINANCIAL
PERFORMANCE

THE BUDGET

In 2018-19, the original Budget of \$303.22 million increased to \$330.62 million across the year.

The increase of \$27.4 million was predominately related to additional funding for:

- \$15 million for Out-of-Home Care Services;
- \$3.6 million for the Back on Track program
- \$2.7 million for Action Plan 1: Changing Attitudes, Intervening Earlier
- \$2.6 million transferred from the Department of the Chief Minister for Early Childhood Development
- \$1.9 million for a Treasurer's Advance for riot damage at Don Dale Youth Detention Centre
- \$1 million for Breaking the Cycle of Crime in Palmerston
- \$1 million for the Client Management System Application Data Warehouse
- \$0.6 million for one-off Infrastructure Stimulus Programs.

Offset by the:

- transfer of \$0.55 million into 2019-20 for the Client Management System Application Data Warehouse.

BUDGET PERFORMANCE

The agency's final expenditure result was \$324.16 million, resulting in underspend of \$6.46 million or 1.95 per cent.

The agency has been in a deficit position in recent years predominately due to the significant growing demand on out-of-home care services which far outweighed the base budget set for the agency. In 2018-19 Territory Families received additional funding to rebase the out-of-home care services budget inclusive of \$15 million in 2018-19 and \$20 million ongoing from 2019-20.

The below table presents the agency's budget and actual expenditure by Budget Output group as shown in the Northern Territory Government 2018-19 Budget Paper 3.

FIGURE 16: Agency Budget Performance by Output 2018-19

Output Group / Sub Output	2018-19 Final Budget Estimate	2018-19 Actual	Variation	Variation
	\$000	\$000	\$000	%
Children and Families	259,451	259,658	(207)	(0.08)
Family Support	25,976	24,808	1,168	4.50
Child Protection	21,487	21,305	182	0.85
Out-of-Home Care	122,960	124,457	(1,497)	(1.22)
Youth Justice	61,876	63,987	(2,111)	(3.41)
Domestic, Family & Sexual Violence	27,152	25,101	2,051	7.55
Reform Management Office	5,721	3,882	1,839	32.14
Reform Management Office	1,862	1,227	635	34.10
Supporting Families Earlier	3,093	2,142	951	30.75
Evidence-Based Practice	766	513	253	33.03
Seniors, Pensioners and Carers	36,302	32,051	4,251	11.71
Seniors, Pensioners and Carers	36,302	32,051	4,251	11.71
Community Engagement and Programs	4,057	3,664	393	9.69
Gender Equity	1,233	1,030	203	16.46
Social Inclusion	2,824	2,634	190	6.73
Corporate and Governance	25,092	24,908	184	0.73
Corporate and Governance	13,912	13,720	192	1.38
Shared Services Received	11,180	11,188	(8)	(0.07)
TOTAL	330,623	324,163	6,460	1.95

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Territory Families have been prepared based on proper accounts and records in accordance with the prescribed format, 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 2019 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.



Kenneth Lindsay Davies
Chief Executive Officer

28 August 2019



Kim Charles
Chief Financial Officer

28 August 2019

COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2019

	Note	2019	2018
		\$000	\$000
INCOME			
Taxation revenue			
Grants and subsidies revenue			
Current		296	468
Appropriation			
Output		302,272	269,643
Commonwealth		23,567	-
Sales of goods and services		48	51
Goods and services received free of charge	4	9,859	9,317
Other income		870	445
TOTAL INCOME	3	336,912	279,924
EXPENSES			
Employee expenses		105,284	95,632
Administrative expenses			
Purchases of goods and services	5	51,735	32,806
Repairs and maintenance		4,175	2,801
Property Management		5,364	3,273
Depreciation and amortisation	10	3,653	3,098
Goods and services received free of charge ¹		9,859	9,317
Other administrative expenses		(60)	64
Grants and subsidies expenses			
Current		121,674	131,316
Capital		3,149	3,548
Community service obligations		19,330	20,705
TOTAL EXPENSES	3	324,163	302,560
NET SURPLUS/(DEFICIT)		12,749	(22,636)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus			
Changes in asset revaluation surplus		(1,071)	761
TOTAL OTHER COMPREHENSIVE INCOME		(1,071)	761
COMPREHENSIVE RESULT		11,678	(21,875)

1 Includes DCIS service charges.

The Comprehensive Operating Statement is to be read in conjunction with the notes to the financial statements.

BALANCE SHEET

As at 30 June 2019

	Note	2019	2018
		\$000	\$000
ASSETS			
Current assets			
Cash and deposits	7	30,382	11,187
Receivables	9	1,961	2,159
Prepayments		190	136
Total current assets		32,533	13,482
Non-current assets			
Property, plant and equipment	10, 15	44,624	46,046
Total non-current assets		44,624	46,046
TOTAL ASSETS		77,157	59,528
LIABILITIES			
Current liabilities			
Payables	11	15,661	14,140
Provisions	12	11,245	10,649
Total current liabilities		26,906	24,789
TOTAL LIABILITIES		26,906	24,789
NET ASSETS		50,251	34,739
EQUITY			
Capital		61,918	57,725
Asset Revaluation Reserve	14	26,738	27,809
Accumulated funds		(38,405)	(50,795)
TOTAL EQUITY		50,251	34,739

The Balance Sheet is to be read in conjunction with the notes to the financial statements.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2019

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2018-19					
Accumulated funds		(50,795)	12,749	-	(38,046)
Changes in accounting policy		(359)		-	(359)
		(51,154)	12,749	-	(38,405)
Asset Revaluation Reserve	14	27,809	(1,071)	-	26,738
Capital – transactions with owners					
Equity injections					
Equity transfers in		37,342	-	4,234	41,576
Other equity injections		36,043	-	-	36,043
		73,385	-	4,234	77,619
Equity withdrawals					
Capital withdrawal		(10,405)	-	-	(10,405)
Equity transfers out		(5,255)	-	(41)	(5,296)
Total Equity withdrawals		(15,660)	-	(41)	(15,701)
Total Capital – transactions with owners		57,725	-	4,193	61,918
Total equity at end of financial year		34,380	11,678	4,193	50,251
2017-18					
Accumulated funds		(28,159)	(22,636)	-	(50,795)
Asset Revaluation Reserve	14	27,048	761	-	27,809
Capital – transactions with owners					
Equity injections					
Capital appropriation					-
Equity transfers in		29,839	-	7,502	37,341
Other equity injections		23,473	-	12,570	36,043
Total equity injections		53,312	-	20,072	73,384
Equity withdrawals					
Capital withdrawal		(10,404)	-	-	(10,404)
Equity transfers out		(5,255)	-	-	(5,255)
Total Equity Withdrawals		(15,659)	-	-	(15,659)
Total Capital		37,653	-	20,072	57,725
- Transactions with owner					
Total equity at end of financial year		36,542	(21,875)	20,072	34,739

The statement of changes in equity is to be read in conjunction with the notes to the financial statements

CASH FLOW STATEMENT

For the year ended 30 June 2019

	Note	2019	2018
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Taxes received			
Grants and subsidies received			
Current		296	468
Appropriation			
Output		302,272	269,643
Commonwealth		23,567	-
Receipts from sales of goods and services		14,415	12,967
Total operating receipts		340,550	283,078
Operating payments			
Payments to employees		(104,136)	(94,919)
Payments for goods and services		(73,017)	(49,622)
Grants and subsidies paid			
Current		(121,674)	(131,316)
Capital		(3,149)	(3,548)
Community service obligations		(19,330)	(20,705)
Total operating payments		(321,306)	(300,110)
Net cash from/(used in) operating activities	8	19,244	(17,032)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing payments			
Purchases of assets		(49)	-
Total investing payments		(49)	-
Net cash from/(used in) investing activities		(49)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Equity injections			
Other equity injections		-	12,570
Total financing receipts		-	12,570
Net cash (used in) financing activities	8	-	12,570
Net increase/(decrease) in cash held		19,195	(4,462)
Cash at beginning of financial year		11,187	15,649
CASH AT END OF FINANCIAL YEAR	7	30,382	11,187

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

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NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

1. OBJECTIVES AND FUNDING

Territory Families is responsible for delivering care and protection of children, youth justice, multicultural affairs, senior and pensioners concessions, social policy relating to children, family and sexual violence, men, women, seniors and young people and family and sexual violence reduction services.

Additional information in relation to Territory Families and its principal activities may be found in section two of the annual report.

The agency 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.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act 1995* and related Treasurer's Directions. The *Financial Management Act 1995* requires Territory 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:

- (i) a certification of the financial statements
- (ii) a comprehensive operating statement
- (iii) a balance sheet
- (iv) a statement of changes in equity
- (v) a cash flow statement and
- (vi) applicable explanatory notes to the financial statements.

b) Basis of accounting

The financial statements have been prepared using the accrual basis of accounting, which recognises the effect of financial transactions and events when they occur, rather than when cash is paid out or received. As part of the preparation of the financial statements, all intra-agency transactions and balances have been eliminated.

Except where stated, the financial statements have also been prepared in accordance with the historical cost convention.

The form of the agency financial statements is also consistent with the requirements of Australian Accounting Standards. The effects of all relevant new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Standards and interpretations effective from 2018-19

AASB 9 Financial Instruments

The agency applied AASB 9 for the first time in 2018-19. AASB 9 Financial Instruments replaces AASB 139 Financial Instruments: Recognition and Measurement for annual periods beginning on or after 1 January 2018. The agency has not restated the comparative information, which continues to be reported under AASB 139. Where applicable, differences arising from the adoption of AASB 9 have been recognised directly in accumulated funds and other components of equity. The nature and effect of the changes as a result of adoption of this new accounting standard are described below.

Classification and measurement

Financial instruments have been reclassified into one of three measurement bases – amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL). The classification of these instruments is based on the Agency's business model for managing the financial assets and the contractual terms of the cash flows.

The classification and measurement requirements of AASB 9 did not have a significant impact to the agency. The following are the changes in the classification of the financial assets:

- The agency's debt instruments are comprised of receivables, advances paid, lease receivables and loan receivable. These assets were classified as Loans and Receivables as at 30 June 2018 under AASB 139 and were measured at amortised cost. As these assets are held to collect contractual cash flows that are solely payments of principal and interest, they continue to be measured at amortised cost from 1 July 2018.

The agency has not designated any financial liabilities as at fair value through profit or loss. There are no changes in classification and measurement for the agency's financial liabilities.

In summary, upon the adoption of AASB 9, the agency had the following reclassifications as at 1 July 2018:

	Balances at 30 June 2018	AASB 9 categories Balances at 1 July 2018			
		Fair value through profit or loss		Amortised cost	Fair value through OCI
		Mandatorily at fair value	Designated at fair value		
	\$000	\$000	\$000	\$000	\$000
AASB 139 categories					
Loans and receivables					
Cash and deposits	11,187	-	-	11,187	-
Receivables ¹	570	-	-	211	-
Other Receivables	180	-	-	180	-
Total financial assets	11,937			11,578	
Amortised cost					
Payables	14,140	-	-	14,140	-
Total financial liabilities	14,140	-	-	14,140	-

1 The change in carrying amount is a result of remeasurement adjustments for impairment. See discussion on impairment below.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Impairment

The adoption of AASB 9 requires the loss allowance to be measured using a forward-looking expected credit loss (ECL) approach, replacing AASB 139's incurred loss approach. AASB 9 also requires a loss allowance to be recognised for all debt instruments other than those held at fair value through profit or loss.

Upon adoption of the new impairment model, the agency has recognised additional impairment losses which resulted in a decrease in opening accumulated surplus. A reconciliation of the ending impairment allowance under AASB 139 to the opening loss allowance under AASB 9 is detailed below.

	AASB 9 categories	Impairment allowance 30 June 2018	Re- measurement	Loss allowance 1 July 2018
	\$000	\$000	\$000	\$000
AASB 139 categories				
Loans and receivables				
Receivables	Amortised cost	180	359	539
		180	359	539

There has been no changes to impairment losses following the adoption of AASB 9.

Several other amending standards and AASB interpretations have been issued that apply to the current reporting periods, but are considered to have no impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2018-19.

On the date of authorisation of the financial statements, the following standards and interpretations were in issue but are not yet effective and are expected to have an impact on future reporting periods:

AASB 16 Leases

AASB 16 Leases is effective for annual reporting periods beginning on or after 1 January 2019 and will be reported for the first time in 2019-20 financial statements. When effective, the standard will supersede AASB 117 Leases and require the majority of leases to be recognised on the balance sheet.

For lessees with operating leases, a right-of-use asset will now be included in the balance sheet together with a lease liability for all leases with a term of 12 months or more, unless the underlying assets are of low value. The comprehensive operating statement will no longer report operating lease rental payments. Instead, amortisation expense will be recognised relating to the right-of-use asset and interest expense relating to the lease liability.

The right-of-use asset will be amortised generally on a straight-line basis while the lease liability will reduce to reflect lease payments made and increase to reflect the interest on the liability. Consistent with methodology applied to other long term liabilities, the lease liability is discounted using the Territory bond rates. As the lease term progresses, the carrying amount of the asset (cost less accumulated amortisation) is likely to reduce more quickly than the liability, resulting in a lower net asset in the earlier stages of the lease arrangement.

The modified retrospective approach has been elected to transition to the new lease standard. This approach does not require restatement of comparative years and the cumulative impact is accounted for as an equal adjustment to the right-of-use asset and lease liabilities, thus, having no impact in agency's net assets at initial adoption.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Consequently, it is expected that approximately \$0.4 million will be recognised in the balance sheet as a lease liability and corresponding right to use asset from 2019-20.

For lessors, the finance and operating lease distinction remains largely unchanged.

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue from Contracts with Customers are effective for not-for-profit entities for annual reporting periods beginning on or after 1 January 2019 and will be reported for the first time in 2019-20 financial statements.

AASB 1058 clarifies and simplifies income-recognition requirements that apply to not-for-profit entities in conjunction with AASB 15.

Under AASB 15, revenue from agreements which are enforceable, have sufficiently specific performance obligations and transfer goods or services to the customer or third party beneficiary will be recognised when or as performance obligations are satisfied, and not immediately upon receipt as currently occurs. Consequently, more liabilities will be recognised in the balance sheet after adoption of this standard.

Where a transaction does not meet the criteria above or is classified as a donation transaction, revenue will be accounted for in accordance with AASB 1058.

Impacts identified include:

- grants received to construct or acquire a non-financial asset will be recognised as a liability, and subsequently recognised as revenue as the performance obligations under the grant are satisfied. At present, such grants are recognised as revenue on receipt
- grants with an enforceable agreement and sufficiently specific performance obligations will be recognised as revenue progressively as the associated performance obligations are satisfied. At present, such grants are recognised as revenue on receipt
- grants that have an enforceable agreement but no specific performance obligations but have restrictions on the timing of expenditure will also continue to be recognised on receipt as time restriction on the use of funds is not sufficiently specific to create a performance obligation
- grants that are not enforceable and or not sufficiently specific will not qualify for deferral, and will continue to be recognised as revenue on receipt

The modified retrospective approach has been elected to transition to the new revenue standards. This approach does not require restatement of comparative year with the cumulative impact adjusted to the opening accumulated funds.

c) Reporting entity

The financial statements cover the agency as an individual reporting entity.

Territory Families (“the agency”) is a Northern Territory department established under the *Interpretation Act 1978 Administrative Arrangements Order*.

The principal place of business of the Department is: Darwin Plaza, 41 Smith Street, Darwin 0800, Northern Territory.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

d) Agency and Territory items

The financial statements of Territory Families include income, expenses, assets, liabilities and equity over which the Territory Families has control (Agency items). Certain items, while managed by the agency, are controlled 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 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.

e) Comparatives

Where necessary, comparative information for the 2018-19 financial year has been reclassified to provide consistency with current year disclosures.

f) 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.

g) Changes in accounting policies

There have been no changes to accounting policies adopted in 2018-19 as a result of management decisions.

h) Accounting judgments and estimates

The preparation of the financial report requires the making of judgments and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

i) Goods and services tax

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Balance Sheet.

Cash flows are included in the Cash Flow Statement on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified.

j) 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.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Children and Families		Community Engagement and Programs		Seniors, Pensioners and Carers		Corporate and Governance		Reform Management Office		Total	
		2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
INCOME		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Grants and subsidies revenue													
Current		165	468	-	-	-	-	-	-	-	-	296	468
Appropriation													
Output		236,770	212,351	4,203	3,732	38,849	38,562	16,264	13,924	6,186	1,074	302,272	269,643
Commonwealth		23,567	-	-	-	-	-	-	-	-	-	23,567	-
Sales of goods and services		45	51	-	-	-	-	3	-	-	-	48	51
Goods and services received free of charge ¹	4	-	-	-	-	-	-	9,859	9,317	-	-	9,859	9,317
Other income		588	364	3	-	237	19	31	36	11	26	870	445
TOTAL INCOME		261,135	213,234	4,337	3,732	39,086	38,581	26,157	23,277	6,197	1,100	336,912	279,924
EXPENSES													
Employee expenses		88,235	81,379	1,477	1,241	2,883	1,920	11,534	10,387	1,155	705	105,284	95,632
Administrative expenses													
Purchases of goods and services	5	47,098	27,303	304	484	748	1,311	3,392	3,506	193	202	51,735	32,806
Repairs and maintenance		4,091	2,763	7	3	77	35	-	-	-	-	4,175	2,801
Property Management		5,196	3,148	12	8	33	31	118	84	5	2	5,364	3,273
Depreciation and amortisation	10	3,450	2,938	18	14	185	146	-	-	-	-	3,653	3,098
Goods and services free of charge ¹		-	-	-	-	-	-	9,859	9,317	-	-	9,859	9,317
Other administrative expenses		(132)	54	-	-	72	9	-	1	-	-	(60)	64
Grants and subsidies expenses													
Current		108,720	122,097	1,697	1,695	8,723	7,524	5	-	2,529	-	121,674	131,316
Capital		3,000	3,415	149	133	-	-	-	-	-	-	3,149	3,548
Community service obligations		-	-	-	-	19,330	20,705	-	-	-	-	19,330	20,705
TOTAL EXPENSES		259,658	243,097	3,664	3,578	32,051	31,681	24,908	23,295	3,882	909	324,163	302,560
NET SURPLUS/(DEFICIT)		1,477	(29,863)	673	154	7,035	6,900	1,249	(18)	2,315	191	12,749	(22,636)
OTHER COMPREHENSIVE INCOME													
Items that will not be reclassified to net surplus/deficit													
Changes in asset revaluation surplus		(1,071)	761	-	-	-	-	-	-	-	-	(1,071)	761
COMPREHENSIVE RESULT		406	(29,102)	673	154	7,035	6,900	1,249	(18)	2,315	191	11,678	(21,875)

¹ Includes DCIS service charges.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Income

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of GST. Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

Grants and other contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Appropriation

Output appropriation is the operating payment to each agency for the outputs they provide and is calculated as the net cost of agency outputs after taking into account funding from agency income. It does not include any allowance for major non-cash costs such as depreciation.

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.

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

Sale of goods

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer
- the agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold
- the amount of revenue can be reliably measured
- it is probable that the economic benefits associated with the transaction will flow to the agency and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

Corporate and information services

	2019	2018
	\$000	\$000
	9,859	9,317
	9,859	9,317

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

5. PURCHASES OF GOODS AND SERVICES

The net surplus/(deficit) has been arrived at after charging the following expenses:

Goods and services expenses:

	2019	2018
	\$000	\$000
Consultants (1)	484	86
Advertising (2)	-	101
Marketing and promotion (3)	542	422
Document production	322	273
Legal expenses (4)	2,198	1,362
Recruitment (5)	666	498
Training and study	1,898	1,696
Official duty fares (6)	2,885	2,479
Travelling allowance (6)	844	686
Agency service arrangements (7)	1,743	2,811
Information technology charges(8)	4,707	4,872
Motor vehicle expenses	2,295	2,104
Accommodation (6)	1,172	875
Communications (9)	1,323	1,059
Consumables and General Expenses (10)	26,020	9,746
Entertainment	167	99
Food (11)	619	449
Freight	238	219
Insurance Premiums (12)	1,611	1,585
Medical/Dental Suppliers	180	54
Office requisites and stationery	213	214
Other equipment	954	618
Boards and Committees (13)	129	93
Relocation	121	53
Client Travel (14)	78	145
Clothing	202	139
Other	124	68
	51,735	32,806

(1) Relates to various consultancy services, including Deloitte who were engaged to support Territory Families with reforms in the Out-Of-Home Care service system, Catherine Holmes Consulting who were engaged to examine Tennant Creek Women's Refuge (TCWR) and the Katherine Women's Crisis Centre (KWCC)'s service delivery models.

(2) 2017-18 balance of \$0.1 million related to marketing and promotion expense now reflected in marketing and promotion in 2018-19.

(3) Includes advertising for marketing and promotion.

(4) Includes legal fees, claim and settlement costs.

(5) Includes recruitment-related advertising costs.

(6) Predominantly related to staff travel to deliver services to children and families across the Northern Territory.

(7) Department of Health corporate services.

(8) IT charges includes, hardware and software and system support charges.

(9) Includes phone, satellite and radio communications.

(10) Includes tendered services for Intensive Family Preservation Services, Bail Support and Residential Care.

(11) Includes food for Youth Justices detainees and excludes food for children in residential care as this is reflected as Subsidies Expenses.

(12) Includes workers compensation premium and insurance to cover foster carers.

(13) Includes various committees such as Youth Round Table, Youth Justice Advisory Committee and Ministerial Advisory Councils for Senior Territorians and Multi-Cultural Affairs.

(14) Travel to transport Youth Justice detainees.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Repairs and maintenance expense

Funding is received for repairs and maintenance works associated with agency assets as part of output appropriation. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

Interest expense

Interest expenses include interest and finance lease charges. Interest expenses are expensed in the period in which they are incurred.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

6. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

	Agency		Agency		Territory items		Territory items	
	2019	No. of Trans.	2018	No. of Trans.	2019	No. of Trans.	2018	No. of Trans.
	\$000		\$000		\$000		\$000	
Write-offs, postponements and waivers under the <i>Financial Management Act 1995</i>								
Represented by:								
<i>Amounts written off, postponed and waived by Delegates</i>								
Irrecoverable amounts payable to the Territory or an agency written off	23	15	15	14	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	-	-	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
Total written off, postponed and waived by delegates	23	15	15	14	-	-	-	-
<i>Amounts written off, postponed and waived by the Treasurer</i>								
Irrecoverable amounts payable to the Territory or an agency written off	96	1,203	62	8	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	1,071	1	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
Total written off, postponed and waived by the Treasurer	1,167	1,204	62	8	-	-	-	-
	1,190	1,219	77	22	-	-	-	-
Write-offs, postponements and waivers authorised under other legislation	-	-	-	-	-	-	-	-
Gifts under the <i>Financial Management Act 1995</i>	-	-	-	-	-	-	-	-
Gifts authorised under other legislation	-	-	-	-	-	-	-	-
Ex gratia payments under the <i>Financial Management Act 1995</i>	-	-	-	-	-	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

7. CASH AND DEPOSITS

Cash on hand
Cash at bank

	2019	2018
	\$000	\$000
	-	-
	30,382	11,187
	30,382	11,187

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.

8. CASH FLOW RECONCILIATION

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$30.4 million 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

Net surplus/deficit

Non-cash items:

Depreciation and amortisation

Repairs and Maintenance – Minor New Work Non Cash

Changes in assets and liabilities:

Decrease/(increase) in receivables

Decrease/(increase) in prepayments

(Decrease)/increase in payables

(Decrease)/increase in provision for employee benefits

(Decrease)/increase in other provisions

Net cash from operating activities

	12,749	(22,636)
	3,653	3,098
	940	128
	(161)	16
	(54)	(68)
	1,521	1,867
	496	479
	100	84
	19,244	(17,032)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

b) Reconciliation of liabilities arising from financing activities

2018-19

	Cash Flows					Total cash flows	Other		
	1 July	Loans and advances	Securities	Finance lease	Other		Other	Total other	30 June
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-

2017-18

	Cash Flows					Total cash flows	Other		
	1 July	Loans and advances	Securities	Finance lease	Other		Other	Total other	30 June
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	12,570	12,570	12,570
Total	-	-	-	-	-	-	12,570	12,570	12,570

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

9. RECEIVABLES

Current

Accounts receivable

Less: Loss allowance

GST receivables

Other receivables

Total receivables

	2019	2018
	\$000	\$000
Accounts receivable	476	750
Less: Loss allowance	(359)	(180)
	117	570
GST receivables	1,568	1,409
Other receivables	276	180
	1,844	1,589
Total receivables	1,961	2,159

Receivables include accounts and other receivables and are recognised at fair value less any loss allowance.

Accounts receivable are generally settled within 30 days and other receivables within 120+ 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.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure that exposure to bad debts is not significant.

The entity applies the AASB 9 simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables. 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, adjusted to reflect current and forward-looking information.

In accordance with the provisions of the *FMA*, receivables are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery includes a failure to make contractual payments for a period greater than 30 days past due.

Credit risk for the comparative year is assessed under AASB 139 and is based on objective evidence of impairment.

The loss allowance for receivables as at the reporting date is disclosed below.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

	2019				2018		
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Aging of receivables	Impairment allowance	Net receivables
	\$000	%	\$000	\$000	\$000	\$000	\$000
Internal receivables							
Not overdue	50	-	-	50	-	-	-
Overdue for less than 30 days	-	-	-	-	-	-	-
Overdue for 30 to 60 days	3	-	-	3	-	-	-
Overdue for more than 60 days	-	-	-	-	-	-	-
Total internal receivables	53	-	-	53	-	-	-
External receivables							
Not overdue	117	50%	(58)	59	68	-	68
Overdue for less than 30 days	-	50%	-	-	348	-	348
Overdue for 31 to 60 days	4	75%	(3)	1	-	-	-
Overdue for 61 to 90 days	41	90%	(37)	4	-	-	-
Overdue for more than 90 days	261	100%	(261)	-	334	(180)	154
Total external receivables	423	-	(359)	64	750	(180)	570

Total amounts disclosed exclude statutory amounts.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Reconciliation of loss allowance for receivables

	2019	2018
	\$000	\$000
External receivables		
Opening balance	180	193
Adjustment on adoption of AASB 9	359	-
Adjusted opening balance	539	193
Written off during the year	(47)	(58)
Increase/decrease in allowance recognised in profit or loss	(133)	45
Total external receivables	359	180

Prepayments

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

10. PROPERTY, PLANT AND EQUIPMENT

Land

At fair value

2019	2018
\$000	\$000
8,482	8,482

Buildings

At fair value

90,935	94,573
--------	--------

Less: accumulated depreciation

(58,878)	(60,322)
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32,057	34,251
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Plant and equipment

At fair value

7,184	5,298
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Less: accumulated depreciation

(3,099)	(1,985)
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4,085	3,313
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Total Property, Plant and Equipment

44,624	46,046
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NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

2019 Property, plant and equipment reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2018-19 is set out below:

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2018	8,482	34,251	3,313	46,046
Additions	-	1,382	1,887	3,269
Disposals	-	(1,071)	-	(1,071)
Depreciation	-	(2,505)	(1,148)	(3,653)
Other movements	-	-	33	33
Carrying amount as at 30 June 2019	8,482	32,057	4,085	44,624

2018 Property, plant and equipment reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2017-18 is set out below:

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2017	8,250	31,692	1,067	41,009
Depreciation	-	(2,370)	(728)	(3,098)
Additions/disposals from asset transfers	62	4,338	2,974	7,374
Revaluation increments/decrements	170	591	-	761
Carrying amount as at 30 June 2018	8,482	34,251	3,313	46,046

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Acquisitions

All 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.

The construction cost of property, plant and equipment includes the cost of materials and direct labour, and an appropriate proportion of fixed and variable overheads.

Complex assets

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

Subsequent additional costs

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

Construction (work in progress)

As part of the financial management framework, the Department of Infrastructure, Planning and Logistics is responsible for managing general government capital works projects on a whole of government basis. Therefore appropriation for all agency capital works is provided directly to the Department of Infrastructure, Planning and Logistics and the cost of construction work in progress is recognised as an asset of that department. Once completed, capital works assets are transferred to the agency.

Revaluations and impairment

Revaluation of assets

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

- land
- buildings
- infrastructure assets
- heritage and cultural assets
- biological assets and
- intangibles.

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 2018 were independently conducted. The valuer was Colliers International (NT) Pty Ltd. Refer to Note 15: Fair value for additional disclosures

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Impairment of assets

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

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an 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 that an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the comprehensive operating statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the asset revaluation surplus. Note 14 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2019. 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 or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2019	2018
Buildings	50 years	50 years
Plant and equipment	1-15 years	1-15 years
Demountables	20 years	20 years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

Assets held for sale

Assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction or a grant agreement rather than continuing use. Assets held for sale consist of those assets that management has determined are available for immediate sale or granting in their present condition and their sale is highly probable within one year from the date of classification.

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated. Non-current assets held for sale have been recognised on the face of the financial statements as current assets.

Leased assets

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Finance leases

Finance leases are capitalised. A lease asset and lease liability equal to the lower of the fair value of the leased property and present value of the minimum lease payments, each determined at the inception of the lease, are recognised.

Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives should be recognised as a deduction of the lease expenses over the term of the lease.

11. PAYABLES

Accounts payable
Accrued expenses
Total payables

	2019	2018
	\$000	\$000
	2,767	3,995
	12,894	10,145
	15,661	14,140

Liabilities for accounts payable and other amounts payable are carried at 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 30 days.

12. PROVISIONS

Current

Employee benefits

Recreation leave
Leave loading
Other employee benefits

Other current provisions

Fringe Benefits
Payroll tax- on cost
Employee Super Contributions - on cost
Total provisions

	2019	2018
	\$000	\$000
	8,438	8,048
	1,388	1,286
	12	8
	95	93
	606	551
	706	663
	11,245	10,649

The Agency employed 896 employees as at 30 June 2019 (793 FTE employees as at 30 June 2018).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Employee benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the government long-term bond rate.

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 and
- 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 Territory Families and as such no long service leave liability is recognised in agency financial statements.

Superannuation

Employees' 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 as such are not recognised in agency financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

13. COMMITMENTS

Disclosures in relation to capital and other commitments, including lease commitments. Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

	Internal	2019 External	Internal	2018 External
	\$000	\$000	\$000	\$000
(i) Capital expenditure commitments				
Capital expenditure commitments primarily related to the construction of Buildings. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:				
Within one year	-	-	-	3,000
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	-	-	3,000
(ii) Operating lease commitments				
The agency leases property under non-cancellable operating leases expiring within 4 years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:				
Within one year	-	216	-	141 ¹
Later than one year and not later than five years	-	216	-	155 ¹
Later than five years	-	-	-	-
	-	432	-	296
(iii) Other expenditure commitments				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year	-	32,386	-	33,190
Later than one year and not later than five years	-	55,605	-	65,695
Later than five years	-	-	-	-
	-	87,991	-	98,885

¹ The 2018 amounts were restated to include additional lease arrangements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

14. RESERVES

Asset revaluation surplus

(i) Nature and purpose of the asset revaluation surplus

The asset revaluation surplus includes the net revaluation increments and decrements arising from the revaluation of non-current assets. Impairment adjustments may also be recognised in the asset revaluation surplus.

	Land		Buildings		Total	
	2019	2018	2019	2018	2019	2018
	\$000	\$000	\$000	\$000	\$000	\$000
(ii) Movements in the asset revaluation surplus						
Balance as at 1 July	4,052	3,882	23,757	23,166	27,809	27,048
Increment/decrement	-	(111)	-	591	-	480
Transfers In	-	281	-	-	-	281
Asset write off	-	-	(1,071)	-	(1,071)	-
Balance as at 30 June	4,052	4,052	22,686	23,757	26,738	27,809

15. 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.

Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

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 that are 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 that are not available publicly, but are 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; and

Level 3 – inputs are unobservable.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost
- the fair value of derivative financial instruments are derived using current market yields and exchange rates appropriate to the instrument and
- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

a) Fair value hierarchy

The agency does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The table below presents non-financial assets recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value.

	Level 1		Level 2		Level 3		Total fair value	
	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Assets								
Land (Note 10)	-	-	8,482	8,482	-	-	8,482	8,482
Buildings (Note 10)	-	-	1,489	1,540 ¹	30,568	32,711 ¹	32,057	34,251
Plant and Equipment (Note 10)	-	-	-	-	4,085	3,313	4,085	3,313
Total assets	-	-	9,971	10,022	34,653	36,024	44,624	46,046

1 The 2018 amounts gains recognised in other comprehensive income has been restated to level 2.

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2018-19 are:

	Level 2 techniques	Level 3 techniques
Asset classes		
Land	Market	-
Buildings	Market	Cost
Plant and Equipment	-	Cost

There were no changes in valuation techniques from 2017-18 to 2018-19.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

c) Additional information for level 3 fair value measurements

(i) Reconciliation of recurring level 3 fair value measurements of non financial assets

	Land	Buildings	Plant and equipment
	\$000	\$000	\$000
2018-19			
Fair value as at 1 July 2018	-	32,711	3,313
Additions	-	1,381	1,920
Disposals	-	(1,071)	-
Depreciation	-	(2,453)	(1,148)
Fair value as at 30 June 2019	-	30,568	4,085
2017-18			
Fair value as at 1 July 2017	-	31,020	1,067
Additions	-	4,006	2,974
Depreciation	-	(2,315)	(728)
Gains/losses recognised in other comprehensive income	-	- ¹	-
Fair value as at 30 June 2018	-	32,711	3,313

1 The 2018 amounts gains recognised in other comprehensive income has been restated to level 2.

(ii) Sensitivity analysis

Buildings – unobservable inputs used in computing the fair value of buildings include the historical cost and the 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.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

16. 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.

Financial assets and liabilities are recognised on the balance sheet when the agency becomes a party to the contractual provisions of the financial instrument. The agency's financial instruments include cash and deposits; receivables; advances paid; investment in shares; payables; advances received; borrowings and derivatives.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments: Presentation. These include statutory receivables arising from taxes including GST and penalties.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The NT Government's investments, loans and placements, and borrowings are predominantly managed through the NTTC 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.

2018-19 Categories of financial instruments

	Fair value through profit or loss			Fair value through other comprehensive income	Total
	Mandatorily at fair value	Designated at fair value	Amortised cost		
	\$000	\$000	\$000	\$000	\$000
Cash and deposits	-	-	30,382	-	30,382
Receivables ¹	-	-	476	-	476
Other Receivables	-	-	276	-	276
Total financial assets	-	-	31,134	-	31,134
Payables ¹	-	-	15,661	-	15,661
Total financial liabilities	-	-	15,661	-	15,661

1 Total amounts disclosed here exclude statutory amounts

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

2017-18 Categories of financial instruments

	Fair value through profit or loss			Financial assets - loans and receivables	Financial assets - available for sale	Financial liabilities - amortised cost	Total
	Held for trading	Designated at fair value	Held to maturity investments				
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash and deposits	-	-	-	11,187	-	-	11,187
Receivables ¹	-	-	-	570	-	-	570
Other receivables	-	-	-	180	-	-	180
Total financial assets	-	-	-	11,937	-	-	11,937
Payables ¹	-	-	-	-	-	14,140	14,140
Total financial liabilities	-	-	-	-	-	14,140	14,140

¹ Total amounts disclosed here exclude statutory amounts

Classification of financial instruments from 1 July 2018

From 1 July 2018, the agency classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through profit or loss), and
- those to be measure at amortised cost.

The classification depends on the agency's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, the agency has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The agency reclassifies debt investments when and only when its business model for managing those assets changes.

At initial recognition, the agency measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Debt instruments

Subsequent measurement of debt instruments depends on the agency's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the agency classifies its debt instruments:

- *Amortised cost:* Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is calculated using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses).
- *FVOCI:* Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses and interest income which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is calculated using the effective interest rate method.
- *FVTPL:* Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

Classification of financial instruments until 30 June 2018

The agency has elected not to restate comparative information. As a result, the comparative information provided continues to be accounted for in accordance with AASB 139.

Financial assets are classified into the following categories:

- financial assets at fair value through profit or loss
- held-to-maturity investments
- loans and receivables and
- available-for-sale financial assets.

Financial liabilities are classified into the following categories:

- financial liabilities at fair value through profit or loss (FVTPL) and
- financial liabilities at amortised cost.

Financial assets or financial liabilities at fair value through profit or loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL. Financial instruments classified as at FVTPL are initially and subsequently measured at fair value. Gains or losses on these assets are recognised in the net result for the year.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the entity has the positive intent and ability to hold to maturity. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market other than those held for trading and available for sale. Loans and receivables exclude statutory receivables. Loans and receivables are measured initially at fair value and subsequently at amortised cost using the effective interest rate method less impairment.

Available-for-sale financial assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. Available-for-sale financial assets are initially measured at fair value plus transaction costs and subsequently at fair value. Gains or losses are recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the comprehensive operating statement.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured include all advances received, finance lease liabilities and borrowings. Amortised cost is calculated using the effective interest method.

Derivatives

The agency enters into a variety of derivative financial instruments to manage its exposure to interest rate risk. The agency does not speculate on trading of derivatives.

Derivatives are initially recognised at fair value on the date a derivative contract is entered in to and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in the comprehensive operating statement immediately unless the derivative is designated and qualifies as an effective hedging instrument, in which event, the timing of the recognition in the comprehensive operating statement depends on the nature of the hedge relationship. Application of hedge accounting will only be available where specific designation and effectiveness criteria are satisfied.

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 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

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 9.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

c) Liquidity risk

Liquidity risk is the risk that 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 that it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring that 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 that one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at 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.

2019 Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables	15,661	15,661	-	-	15,661
Total financial liabilities	15,661	15,661	-	-	15,661

2018 Maturity analysis for financial liabilities

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables	14,140	14,140	-	-	14,140
Total financial liabilities	14,140	14,140	-	-	14,140

d) Market risk

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

i. Interest rate risk

Territory Families is not exposed to interest rate risk as agency financial assets and financial liabilities are non interest bearing.

ii. Price risk

Territory Families is not exposed to price risk as Territory Families does not hold units in unit trusts.

iii. Currency risk

Territory Families is not exposed to currency risk as Territory Families does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

17. RELATED PARTIES

i) Related Parties

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

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly; and
- close family members of the portfolio minister or KMP including spouses, children and dependants; and
- all public sector entities that are controlled and consolidated into the whole of government financial statements; and
- any entities controlled or jointly controlled by KMP's or the portfolio minister or controlled or jointly controlled by their close family members.

ii) Key management personnel (KMP)

Key management personnel of Territory Families are those persons having authority and responsibility for planning, directing and controlling the activities of Territory Families. These include the Minister for Territory Families, the Chief Executive Officer and the 23 members of the executive team of Territory Families as listed in Part One of the Annual Report.

One key management personnel did not submit their related party declaration.

iii) Remuneration of key management personnel

The details below excludes the salaries and other benefits of the Minister for Territory Families as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's Annual Financial Statements.

The aggregate compensation of key management personnel of Territory Families is set out below:

	2018-19	2017-18
	\$000	\$000
Short-term benefits	4,278	4,827
Long-term benefits	-	-
Termination benefits	-	-
Post-employment benefits	392	420
Total	4,670	5,247

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

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

2019

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
All NTG Government departments	10,351	32,376	54	26
Associates	-	-	-	-
Subsidiaries	-	-	-	-

2018

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
All NTG Government departments	9,837	44,702	9	1,052
Associates	-	-	-	-
Subsidiaries	-	-	-	-

The department's transactions with other government entities are not individually significant, except for the following transactions:

- Payments to Power and Water Corporation (\$6.0 million) and Jacana Energy (\$12.1 million) for community service obligations for Northern Territory Concession and Senior Recognition schemes;
- Payments to the Department of Corporate and Information Services for the central billing for computers, multifunction devices and lease property management (\$4.5 million) and revenue and expense for services received free of charge (\$9.9 million);
- Payments to the Northern Territory Fleet for the management of fleet vehicles (\$1.8 million);
- Payments made to the Department of Health for the provision of shared services (\$1.3 million); and
- Payments made to the Northern Territory Police, Fire and Emergency Services (\$0.3 million) for police intelligence officers employed to the Family Safety Framework program.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory Public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. All other related party transactions in excess of \$10,000 have been provided in the tables below.

2019 Transaction type	Transaction value for year ended 30 June 2019	Net receivable/ (payable) as at 30 June 2019	Commitments as at 30 June 2019
	\$000	\$000	\$000
Grants	150	-	-

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. No expense has been recognised in the current year for bad or doubtful debts in respect of the amounts owed by related parties.

2018 Transaction type	Transaction value for year ended 30 June 2018	Net receivable/ (payable) as at 30 June 2018	Commitments as at 30 June 2018
	\$000	\$000	\$000
Grants	-	-	-

18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

a) Contingent liabilities

Territory Families had no contingent liabilities warranting disclosure as at 30 June 2019 or 30 June 2018.

b) Contingent assets

Territory Families had no contingent assets warranting disclosure as at 30 June 2019 or 30 June 2018.

19. 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.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

20. BUDGETARY INFORMATION

Comprehensive Operating Statement	2018-19 Actual	2018-19 Original budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Taxation revenue				
Grants and subsidies revenue				
Current	296	-	296	a
Capital				
Appropriation				
Output	302,272	277,137	25,135	b
Commonwealth	23,567	11,064	12,503	c
Sales of goods and services	48	34	14	
Interest revenue				
Goods and services received free of charge	9,859	9,000	859	d
Gain on disposal of assets				
Other income	870	107	763	e
TOTAL INCOME	336,912	297,342	39,570	
EXPENSES				
Employee expenses	105,284	101,562	3,722	f
Administrative expenses				
Purchases of goods and services	57,099	26,501	30,598	g
Repairs and maintenance	4,175	1,357	2,818	h
Depreciation and amortisation	3,653	3,207	446	i
Services free of charge	9,859	9,000	859	j
Other administrative expenses	(60)	-	(60)	k
Grants and subsidies expenses				
Current	121,674	134,093	(12,419)	l
Capital	3,149	3,309	(160)	
Community service obligations	19,330	24,200	(4,870)	m
Interest expenses				
TOTAL EXPENSES	324,163	303,229	20,934	
NET SURPLUS/(DEFICIT)	12,749	(5,887)	18,636	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in asset revaluation surplus	(1,071)	-	(1,071)	
TOTAL OTHER COMPREHENSIVE INCOME	(1,071)	-	(1,071)	
COMPREHENSIVE RESULT	11,678	(5,887)	17,565	

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Notes:

The following note descriptions relate to variances greater than 10 per cent or where multiple significant variances have occurred.

- a) Variance relates to unbudgeted revenue received from Department of Trade, Business and Innovation for a contribution to the Migrant Program and Department of Chief Minister for the Alice Springs Youth Drop in Centres.
- b) Increase relates to appropriation received in 2018-19 predominately relates to \$15.0 million for Out-of-Home Care Services, \$0.6 million for one-off Infrastructure Stimulus Programs, \$1.0 million for the Client Management System Application Data Warehouse, \$2.6 million transferred from the Department of the Chief Minister for Early Childhood Development, \$1.0 million for Breaking the Cycle of Crime in Palmerston, \$3.6 million for the Back on Track program and \$3.0 million for Action Plan 1: Changing Attitudes, Intervening Earlier. Offset by the transfer of \$0.6 million into 2019-20 for the Client Management System Application Data Warehouse.
- c) 2017-18 Northern Territory Remote Aboriginal Investment payment received in 2018-19.
- d) Relates to revised charges from the Department of Corporate and Information Services including property management, human resource services and financial systems.
- e) Relates to higher than budgeted contributions from other agencies and recovery of overpayments.
- f) Employee expenses increase relates to additional funding for Youth Services Directorate of \$0.7 million, Breaking the Cycle of Crime in Alice Springs of \$1.2 million and overspends for youth detention staffing.
- g) Purchase of Goods and Services increased predominately due to additional funding for Out-of-Home Care services \$15 million and \$5 million for Back on Track, and the reclassification from Grants and Subsidies expense for tendered contract arrangements including Bail Support, Cultural and Wellbeing and Youth Justice services, and overspend in detention centre operational costs.
- h) Repairs and Maintenance increase relates to additional funding provided for Don Dale fire event (\$1.8 million) and Infrastructure Stimulus Programs (\$0.6 million).
- i) Capitalisation of work predominantly related to detention centres make-safe and improvements.
- j) Relates to revised charges from the Department of Corporate and Information Services including property management, human resource services and financial systems.
- k) Due to accounting policy change related to expected credit loss.
- l) Decrease relates to reclassification of Grants and Subsidies expense to Purchase of Goods and Services for tendered contract arrangements including Bail Support, Cultural and Wellbeing and Youth Justice services and underspends in Back on Track and Domestic and Family Violence programs which received additional funding, however did not commence until 2019-20.
- m) Community Service Obligation's reduction in payments to Power Water Corporation and Jacana Energy reflecting lower than anticipated members of the Northern Territory Concession and Seniors Recognition scheme.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Balance Sheet	2018-19 Actual	2018-19 Original budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	30,382	12,576	17,806	a
Receivables	1,961	2,174	(213)	
Prepayments	190	68	122	b
Total current assets	32,533	14,818	17,715	
Non-current assets				
Property, plant and equipment	44,624	39,911	4,713	c
Total non-current assets	44,624	39,911	4,713	
TOTAL ASSETS	77,157	54,729	22,428	
LIABILITIES				
Current liabilities				
Payables	15,661	12,271	3,390	d
Provisions	11,245	10,086	1,159	e
Total current liabilities	26,906	22,357	4,549	
TOTAL LIABILITIES	26,906	22,357	4,549	
NET ASSETS	50,251	32,372	17,879	
EQUITY				
Capital	61,918	43,549	18,369	f
Reserves	26,738	27,048	(310)	
Accumulated funds	(38,405)	(38,225)	(180)	
TOTAL EQUITY	50,251	32,372	17,879	

The following note descriptions relate to variances greater than 10 per cent where multiple significant variances have occurred.

- a) Increase predominantly relates to late 2017-18 Northern Territory Remote Aboriginal Investment payment.
- b) Increase relates to software license subscriptions.
- c) Capitalised work in progress, offset by disposal of Don Dale classroom building.
- d) Higher level of accrued expenses than anticipated.
- e) Increase in recreational leave liabilities due to additional agency staff.
- f) Increase due to \$12.6 million equity injection from Department of Treasury and Finance to offset Northern Territory Remote Aboriginal Investment revenue not received in 2017-18 and \$7.5 million for work in progress transferred from Department of Infrastructure, Planning and Logistics.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Cash Flow Statement	2018-19 Actual	2018-19 Original budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Taxes received				
Grants and subsidies received				
Current	296	-	296	a
Appropriation				
Output	302,272	277,137	25,135	b
Commonwealth	23,567	11,064	12,503	c
Receipts from sales of goods and services	14,415	141	14,633	d
Total operating receipts	340,550	288,342	52,567	
Operating payments				
Payments to employees	(104,136)	(101,562)	(2,574)	e
Payments for goods and services	(73,017)	(27,858)	(45,518)	f
Grants and subsidies paid				
Current	(121,674)	(134,093)	12,419	g
Capital	(3,149)	(3,309)	160	
Community service obligations	(19,330)	(24,200)	4,870	h
Total operating payments	(321,306)	(291,022)	(30,643)	
Net cash from/(used in) operating activities	19,244	(2,680)	21,924	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing payments				
Purchases of assets	(49)	-	(49)	i
Total investing payments	(49)	-	(49)	
Net cash from/(used in) investing activities	(49)	-	(49)	
Net increase/(decrease) in cash held	19,195	(2,680)	21,875	j
Cash at beginning of financial year	11,187	15,256	(4,069)	k
CASH AT END OF FINANCIAL YEAR	30,382	12,576	17,806	

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2019

Notes:

The following note descriptions relate to variances greater than 10 per cent or where multiple significant variances have occurred.

- a) Increase is due to revenue received from Department of Trade, Business and Innovation as contribution to the Migrant Program and from the Department of the Chief Minister for Alice Springs drop-in services.
- b) Increase in funding in 2018-19 predominately relates to \$15.0 million for Out of Care Services, \$0.6 million for one-off Infrastructure Stimulus Programs, \$1.0 million for the Client Management System Application Data Warehouse, \$2.6 million transferred from the Department of the Chief Minister for Early Childhood Development, \$1.0 million for Breaking the Cycle of Crime in Palmerston, \$3.6 million for the Back on Track program and \$3.0 million for Action Plan 1: Changing Attitudes, Intervening Earlier. Offset by the transfer of \$0.6 million into 2019-20 for the Client Management System Application Data Warehouse.
- c) Commonwealth 2017-18 payment for Northern Territory Remote Aboriginal Investment not received until July 2018.
- d) Predominantly associated with unbudgeted GST receipts of \$13.4 million.
- e) Increase relates to payments associated with additional funding for Youth Services Directorate of \$0.7 million, Breaking the Cycle of Crime in Alice Springs of \$1.2 million and overspends for youth detention staffing.
- f) Variance is associated with \$13.6 million unbudgeted GST payments and increased payments associated with additional funding of \$15 million for Out of Care Services, \$0.6 million for one Infrastructure Stimulus Programs, \$1.0 million for the Client Management System Application Data Warehouse, \$2.6 million transferred from the Department of the Chief Minister for Early Childhood Development, \$1.0 million for Breaking the Cycle of Crime in Palmerston, \$3.6 million for the Back on Track program and \$3.0 million for Action Plan 1: Changing Attitudes, Intervening Earlier. Offset by the transfer of \$0.6 million into 2019-20 for the Client Management System Application Data Warehouse.
- g) Decrease relates to reclassification of Grants and Subsidies expense to Purchase of Goods and Services for tendered contract arrangements including Bail Support, Cultural and Wellbeing and Youth Justice services and underspends in Back on Track and Domestic and Family Violence programs which received additional funding, however did not commence until 2019-20.
- h) Community Service Obligation's reduction in payments to Power Water Corporation and Jacana Energy reflecting lower than anticipated members of the Northern Territory Concession and Seniors Recognition scheme.
- i) Relates to purchase of video conferencing equipment budgeted as purchase of goods and services, not capital expense.
- j) Movement in 2018-19 due to cash receipts and payments.
- k) Due to 2017-18 overspends, cash at beginning of financial year was less than anticipated.

APPENDIX: FUNDING TO EXTERNAL PARTNERS

External Service Provider	Amount
ABORIGINAL RESOURCE & DEVELOPMENT SERVICES	1,000
NHULUNBUY IWD CELEBRATION	1,000
ADAM DRAKE T/A BALANCED CHOICE PROGRAM PTY LTD	149,500
BALANCED CHOICE YOUTH DEVELOPMENT PROGRAMS TO YOUTH ACCOMMODATED AT THE DON DALE YOUTH DETENTION CENTRE	149,500
AFRICA AUSTRALIA FRIENDSHIP ASSOCIATION	5,000
AFRICAN DINNER DANCE	5,000
ALICE SPRINGS BAPTIST CHURCH	2,000
HOLIDAY DAY PROGRAM "SHOCKWAVE"	2,000
ALICE SPRINGS INDIAN COMMUNITY INC	4,500
INDIAN INDEPENDENCE DAY CELEBRATION 2018	4,500
ALICE SPRINGS MALAYALEE ASSOCIATION INC.	3,500
ONAM CELEBRATION 2018	3,500
ALICE SPRINGS NETBALL ASSOCIATION INC	2,000
INDIGENOUS NETBALL CARNIVAL	2,000
ALICE SPRINGS TOWN COUNCIL	147,901
BUSINESS PLANNING FOR ALICE SPRINGS SENIOR CITIZENS CENTRE	10,000
GEEK IN RESIDENCE	18,900
LIBRARY GEEK PROGRAM	45,000
MOVIE MARATHON	17,401
SPLASH PARTIES & YAM FESTIVAL	32,100
STAND UP!	4,500
STILL GOT TALENT	2,000
TRACED - GEEK IN RESIDENCE	12,000
YOUTH COMMUNITY ACTION WORKSHOP	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
YOUTH WEEK	2,000
ALICE SPRINGS WOMEN'S SHELTER INC	6,588,160
CRISIS ACCOMMODATION	2,173,291
CRISIS ACCOMMODATION UPGRADE	3,000,000
CRITICAL INTERVENTION OUTREACH SERVICE	772,518
CRITICAL INTERVENTION OUTREACH SERVICE - REMOTE	128,752
CRITICAL INTERVENTION OUTREACH SERVICE - URBAN	128,752
DOMESTIC AND FAMILY VIOLENCE COMMUNITY EDUCATION AND DEVELOPMENT	30,797
DOMESTIC AND FAMILY VIOLENCE COUNSELLING	169,776
DOMESTIC AND FAMILY VIOLENCE COUNSELLING SERVICE	23,297
SEXUAL ASSAULT SPECIALIST	29,363
VICTIM SUPPORT AND ADVOCACY SERVICE	98,711
VICTIM SUPPORT AND ADVOCACY SERVICE	32,903

External Service Provider	Amount
ALICE SPRINGS YOUTH ACCOMMODATION & SUPPORT SERVICES INC	952,996
BAIL SUPPORTED ACCOMMODATION	706,750
MOVIE NIGHTS PROGRAM	61,110
ON TRACK INTENSIVE YOUTH SUPPORT	44,873
PURCHASED HOME BASED CARE	72,355
RESIDENTIAL PLACES OF CARE	56,240
RESPIRE CARE	10,364
YOUTH PROGRAM	1,305
ALICE SPRINGS YOUTH CENTRE INC	3,800
GROUND MAINTENANCE	3,800
ALLIANCE FRANCAISE DE DARWIN	4,000
BASTILLE DAY CELEBRATION	4,000
ANGLICARE NT	9,980,921
CHILD AND FAMILY CONTACT CENTRE - DARWIN & PALMERSTON	75,563
GENERAL RESIDENTIAL CARE SERVICE	1,760,141
INDIVIDUALISED RESIDENTIAL CARE HOME SERVICES IN KATHERINE	622,044
INTENSIVE YOUTH SUPPORT SERVICE	2,046,730
MOVING ON	400,374
PANDANUS PROJECT	266,000
RESIDENTIAL PLACES OF CARE	4,642,802
RESPIRE CARE	7,152
WORKSHOP SOUNDED MUSICA EDUCATION AND TRAINING	5,000
YOUTH DIVERSION PROGRAM	155,116
ARAFURA STUDIOS	5,000
SHORT FILM TITLED 'SUNSET'	5,000
ARALUEN CHRISTIAN SCHOOL	2,000
ARALUEN COLOUR SMASH	2,000
ARK MANGOES PTY LTD	1,250
CLEANING OF PREMISES	1,250
ARNHEM LAND PROGRESS ABORIGINAL CORPORATION	1,000
YOUTH MICRO ENTERPRISE PROJECT RAMINGINING	1,000
ASSOCIATION OF INDEPENDENT RETIREES DARWIN	5,000
OPERATIONAL COSTS	5,000
AUSTRALIA CHINA FRIENDSHIP SOCIETY NT BRANCH INCORPORATED	23,800
2019 INTERNATIONAL WOMEN'S DAY CELEBRATION	1,200
CHINESE NEW YEAR CELEBRATION	1,500
MULTICULTURAL DANCING NIGHT 2018	4,500
MULTICULTURAL FESTIVAL 2019	6,000
RESPECT WOMEN AND BUILD STRONG FAMILY	4,400
SENIOR'S SQUARE DANCE AT CDU	1,200
WORKSHOPS ON TEACHING TRADITIONAL SONGS & DANCES	5,000

External Service Provider	Amount
AUSTRALIA DAY COUNCIL NT INC	4,131
DEVELOPMENT OF A BOOK FEATURING SENIOR AUSTRALIAN OF THE YEAR, SISTER ANNE GARDINER'S SPEECHES AND ACTIVITIES	4,131
AUSTRALIAN CHILDHOOD FOUNDATION	209,720
DELIVER TRAUMA INFORMATION SUPERVISION	3,240
IMPLEMENT THE THERAPEUTIC RESIDENTIAL CARE MODEL	66,667
PARENTING SESSIONS	6,480
THERAPEUTIC SERVICES	133,333
AUSTRALIAN JAPANESE ASSOCIATION OF THE NT	7,000
BUNKA NO HI (JAPANESE CULTURAL DAY) CELEBRATION 2018	4,000
JAPANESE CHILDREN'S DAY 2019 (KODOMO NO HI)	3,000
AUSTRALIAN NAVY CADETS	2,000
UPSKILLING WEEKEND CAMP	2,000
AUSTRALIAN RED CROSS	250,455
ANEME WARE ABORIGINAL GRANDMOTHER'S RETREAT	5,000
REGISTER OF APPROPRIATE SUPPORT PERSONS	144,895
SCHOOL HOLIDAYS AT THE SHAK	4,560
YOUTH LED ACTIVITIES	94,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
BALI GREEN CLEANERS	43,226
CLEANING SERVICES	43,226
BALUNU FOUNDATION LTD	35,650
YOUTH & FAMILY HEALING CAMPS	33,650
YOUTH VIBE HOLIDAY PROGRAM	2,000
BANGLADESH ASSOCIATION OF NORTHERN TERRITORY INCORPORATED	5,500
BENGALI FESTIVAL OF DANCE & MUSIC 2019	5,500
BARKLY REGIONAL COUNCIL	813,448
ALI CURUNG SAFE HOUSE	171,873
BALANCE FOR BETTER ACROSS THE BARKLY	1,500
ELLIOTT SAFE HOUSE	225,075
YOUTHLINX	415,000
BASKETBALL NT INC	15,000
COACHING FOR YOUTH ACTIVITIES	15,000
BETTER BODIES INC	1,800
SQUASH SESSIONS	1,800
BILL ROBERTSON OPTOMETRISTS PTY LTD	10,665
NT CONCESSION SCHEME	10,665
BLUE EAGLE TRAINING AND FITNESS KATHERINE	18,000
AFTER HOURS YOUTH ACTIVITIES	18,000
BORROLOOLA SCHOOL COUNCIL	2,000
CULTURAL RECONNECTION	2,000

External Service Provider	Amount
BUSH TALES	3,555
HOLIDAY ART WORKSHOP	3,555
CANCER COUNCIL NT	1,500
NT YOUTH WEEK	1,500
CARERS NT	1,600
OUT BACK EXPERIENCE WITH TOM CURTIS	1,600
CASSE AUSTRALIA LIMITED	122,000
SHIELDS FOR LIVING, TOOLS FOR LIFE PROGRAM	122,000
CASUARINA SQUARE SHOPPING CENTRE	20,000
WEEKLY FITNESS & WELLBEING PROGRAM	20,000
CATHOLIC CHURCH OF THE DIOCESE OF DARWIN	49,022
EAST TIMORESE & ITALIAN SUPPORT PROGRAM 2018	49,022
CATHOLICCARE NT	3,300,566
INTENSIVE FAMILY PRESERVATION SERVICES	1,918,841
MILIKAPITI FAMILY SAFE HOUSE	243,422
NAUIYU WOMEN AND CHILDREN'S SAFE HOUSE	340,489
PERPETRATOR INTERVENTION SERVICE	375,000
YOUTH DIVERSION PROGRAM	422,814
CENTRAL AUSTRALIA SIKH CULTURAL CENTRE	10,300
BAISAKHI FESTIVAL CELEBRATION	2,500
BANDI CHHOR DIVAS CELEBRATION 2018	1,500
GURU GOVIND SINGH JI'S GURUPURAB BIRTHDAY CELEBRATION	1,300
GURU NANAK DEV JI'S GURUPURAB CELEBRATION 2018	1,500
PUNJABI LANGUAGE CLASSES	3,500
CENTRAL AUSTRALIAN ABORIGINAL CONGRESS	553,676
COMPREHENSIVE ASSESSMENTS FOR CHILDREN AND YOUNG PEOPLE IN CARE	300,000
NTYW COMMUNITY CELEBRATION	2,000
SOCIAL AND EMOTIONAL WELLBEING SERVICE	251,676
CENTRAL AUSTRALIAN AVIATION MUSEUM INC	1,300
COME FLY WITH ME	1,300
CENTRAL AUSTRALIAN WOMEN'S LEGAL SERVICE INC	5,700
IWD FILM NIGHT & WOMEN'S FORUM	1,900
NT YOUTH WEEK	2,000
RECLAIM THE NIGHT ALICE SPRINGS 2018	1,800
CENTRALIAN MIDDLE SCHOOL	4,000
COLOUR SPLASH	2,000
YEAR 11 AND 12 ARRENTE LANGUAGE STUDENTS VISIT AUSTRALIAN INSTITUTE OF ABORIGINAL AND TORRES STRAIT ISLANDER STUDIES (AIATSI) IN CANBERRA	2,000

External Service Provider	Amount
CHARLES DARWIN UNIVERSITY	1,000
INTERNATIONAL WOMEN'S DAY MORNING TEA	1,000
CHARLES DARWIN UNIVERSITY FOUNDATION	61,400
SCHOLARSHIPS	61,400
CHELSEA'S DISABILITY & FAMILY CARE AGENCY	501,055
FAMILY DAY CARE	39,688
PURCHASED HOME BASED CARE	454,437
RESPIRE CARE	6,930
CHILD CARE PAYMENTS TO INDIVIDUALS	729,601
FAMILY DAY CARE	80,396
PURCHASED HOME BASED CARE	335,689
RESPIRE CARE	43,390
PLACEMENT PAYMENTS	270,127
CHILDBIRTH EDUCATION ASSOCIATION DARWIN INC	1,935
BOOBIN' ALL DAY, BOOBIN' ALL NIGHT - A GENTLE APPROACH TO SLEEP FOR BREASTFEEDING FAMILIES	1,935
CITY OF PALMERSTON	40,500
PALMERSTON SENIORS FORUM 2018	1,500
YOUTH MUSIC PROJECT	39,000
CLINICAL PSYCHOLOGY ASSESSMENT & CONSULTANCY	1,785
MEDIATION SERVICES	1,785
CLONTARF FOUNDATION	5,000
YOUTH DEVELOPMENT CENTRE	5,000
CLUBHOUSE TERRITORY INC	1,980
THE CLUBHOUSE PROJECT 'BEINSPORT' MARATHON & FREE WORKSHOPS - TEAM HEALTH 'DRUMBEAT	1,980
COCONUT GROVE SENIORS COMMUNITY HALL ASSOCIATION	3,500
EXPERIENCE YOUR TOP END	3,500
COMMUNICATE NT	4,480
ANNUAL REPORT PREPARATION	4,480
COMMUNITY STAFFING SOLUTIONS AUSTRALIA PTY LTD	6,350,718
COMMUNITY BASED CHILDRENS CARE SERVICE	1,374,127
HIGH COST PLACEMENTS	1,047,742
INDIVIDUALISED RESIDENTIAL CARE HOME SERVICE	590,212
RESIDENTIAL PLACES OF CARE	3,338,637
CONNECTED SELF	18,753
YOUTH OUTREACH AND RE-ENGAGEMENT TEAMS SERVICE EVALUATION	18,753
COOMALIE COMMUNITY GOVERNMENT COUNCIL	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000

External Service Provider	Amount
COOMALIE COMMUNITY GOVERNMENT COUNCIL (OPERATIONAL ACCOUNT)	5,000
COOMALIE SENIORS OUTBACK ADVENTURE	1,500
FLIP OUT COOMALIE SCHOOL HOLIDAY PROGRAM	2,000
NT YOUTH WEEK	1,500
CORRUGATED IRON YOUTH ARTS	4,376
PHYSICAL ARTS PROGRAM	2,376
YOUTH VIBE HOLIDAY PROGRAM	2,000
COUNCIL ON THE AGEING (NORTHERN TERRITORY) INC	519,776
COOMALIE SENIORS PICNIC 2018	1,200
FIRST BIRTHDAY COMMUNITY LUNCH	1,000
ITALIAN & TIMORESE/PORTUGUESE SENIORS SUPPORT PROGRAM 2018/19	17,362
NORTHERN TERRITORY SENIORS CARD PROGRAM	308,944
OPERATIONAL COSTS	161,270
SENIOR MONTH 2018 CALENDAR	30,000
COUNTRY WOMEN'S ASSOCIATION OF THE NORTHERN TERRITORY INC	1,500
CONNECTING AND CELEBRATING GLOBAL WOMEN - LOCAL VOICES IN ACTION	1,500
CREATE FOUNDATION	756,779
ADVOCACY & SUPPORT FOR CHILDREN & YOUNG PEOPLE WITH AN OUT OF HOME CARE EXPERIENCE	756,779
CRISIS ACCOMODATION GOVE INC	538,506
CRISIS ACCOMMODATION GOVE	538,506
CYPRUS COMMUNITY OF THE NT INC	25,000
CYPRUS FOOD & WINE FESTIVAL	25,000
DANILA DILBA HEALTH SERVICE	689,151
SOCIAL AND EMOTIONAL WELLBEING SERVICE	687,651
WOMEN OF THE WORLD CONNECTING	1,500
DARLS ART (DARLENE DEVERY)	4,488
INDIGENOUS ART WORKSHOPS	4,488
DARWIN ABORIGINAL & ISLANDER WOMEN'S SHELTER INC	1,810,975
CRITICAL INTERVENTION OUTREACH	386,258
MAGDALENE SAFE HOUSE	620,532
WOMEN'S AND CHILDREN'S SERVICE	804,185
DARWIN BALI COMMUNITY INC	1,500
CELEBRATE BALI NEW YEAR	1,500
DARWIN BOWLS AND SOCIAL CLUB .INC	1,000
COME & TRY LAWN BOWLS	1,000
DARWIN CITY COUNCIL	104,666
ART WORKSHOPS AT THE LIBRARY	1,000
FUN BUS	103,666

External Service Provider	Amount
DARWIN COMMUNITY ARTS INCORPORATED	80,000
BAGOT COMMUNITY STORIES	30,000
CEMENTSTARS YOUTH DISABILITY DRAMA AND DANCE	19,200
CHURNING WATER - AN INTERACTIVE PERFORMANCE	3,000
CUPPA SUGAR - CRAFT, CONVERSATIONS AND CONNECTION	5,000
NT YOUTH WEEK	2,500
ORGANISE THE PERFORMANCE FOR THE HARMONY SOIREE 2019	20,300
DARWIN FAMILY DAY CARE INC	10,835,566
FAMILY DAY CARE	2,356,880
PURCHASED HOME BASED CARE	7,903,082
RESPIRE CARE	575,604
DARWIN HIGH SCHOOL COUNCIL	1,500
SENIORS MORNING OF ENTERTAINMENT	1,500
DARWIN MALAYALEE ASSOCIATION INC	7,500
CHRISTMAS AND CHILDREN'S DAY CELEBRATION	3,000
THIRUVONAM CELEBRATION 2018	4,500
DARWIN MALAYALEE FORUM INC	1,000
COMMUNITY GATHERING TO CELEBRATE CHRISTMAS	1,000
DARWIN SAILING CLUB INC	2,000
THE HARKEN INTERNATIONAL YOUTH MATCH RACING CHAMPIONSHIP	2,000
DARWIN SURF LIFE SAVING CLUB .INC	5,000
WOMENS ROWING AT GEORGE BASS SURFBOAT MARATHON NSW	5,000
DARWIN TABLE TENNIS ASSOCIATION INC.	1,000
SOCIAL TABLE TENNIS FOR SENIORS	1,000
DARWIN TOY LIBRARY INC	144,822
DARWIN TOY LIBRARY	144,822
DARWIN VETERAN GOLFERS CLUB INC	1,000
SENIOR MONTH INVITATION AMBROSE	1,000
DARWIN WATERFRONT WARRIORS PADDLERS CLUB INCORPORATED	1,000
DRAGONBOAT COME AND TRY	1,000
DAWN HOUSE INC	1,597,673
DOMESTIC AND FAMILY VIOLENCE COMMUNITY EDUCATION AND DEVELOPMENT	162,781
DOMESTIC AND FAMILY VIOLENCE COUNSELLING SERVICE	102,737
DOMESTIC VIOLENCE FRONTLINE SERVICES	93,268
SCHOOL HOLIDAY PROGRAM	2,000
WOMEN'S AND CHILDREN'S SERVICE	1,236,887
DEADLY CUTZ KATHERINE	27,600
AFTER HOURS YOUTH ACTIVITIES	27,600
DEPT OF POLICE FIRE EMERGENCY SERVICES (NTG)	1,000
INTERNATIONAL WOMEN'S DAY	1,000

External Service Provider	Amount
DESERT KNOWLEDGE AUSTRALIA	22,122
INTERNATIONAL WOMEN'S DAY DINNER	2,000
SUPPORT PROVIDED TO YOUTH JUSTICE TRAINING FACILITY	20,122
DESERT SKY BEAUTY	5,500
HEALTH, HYGIENE AND BEAUTY PROGRAM	5,500
DINGO COCKATOO ABORIGINAL CULTURE (DALE AUSTIN)	1,400
PAINTING WORKSHOPS	1,400
DIOCESE OF THE NORTHERN TERRITORY	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
EASA INC	1,910
COUNSELLING SESSIONS	1,910
EAST ARNHEM REGIONAL COUNCIL	252,032
GOVE PENINSULA YOUTH AFL DEVELOPMENT PROGRAM	50,000
GUNYANGARA YOUTH SPORT AND RECREATION	20,000
NT YOUTH WEEK	10,800
SCHOOL HOLIDAYS PROGRAM	9,000
SENIORS MONTH ACTIVITIES	6,400
YOUTH DIVERSION PROGRAM	142,332
YOUTH VIBE HOLIDAY PROGRAM	13,500
EQUATORIAN ASSOCIATION	1,400
INAUGURAL DAY	1,400
EVERGREENS SENIORS CLUB N.T. INCORPORATED	1,500
TRIP TO WANGI FALLS	1,500
EYEWISE OPTOMETRISTS PTY LTD	2,853
NT CONCESSION SCHEME	2,853
FANNIE BAY HISTORY AND HERITAGE SOCIETY	1,500
HISTORY MYSTERY TOURS	1,500
FIFTYSIX CREATIONS	1,500
YOUTH VIBE HOLIDAY PROGRAM	1,500
FIJI ASSOCIATION OF THE NT	9,000
BAKATAWASE	2,000
FIJI DAY 2018 CELEBRATION	4,500
LANGUAGE & CULTURAL CLASSES	2,500
FILIPINIANA SENIOR CITIZEN'S ASSOCIATION INC	9,192
SERVICE DELIVERY 2018	9,192
FILIPINO AUSTRALIAN ASSOCIATION OF THE NT	21,000
PHILIPPINE INDEPENDENCE DAY CELEBRATION	5,000
SHARING ARRANGEMENT WITH MALAYALEE ASSOCIATION INC	8,000
SHARING ARRANGEMENT WITH NEPALESE ASSOCIATION OF THE NT INC	8,000

External Service Provider	Amount
FIRST STEP DEVELOPMENT ENTERPRISES PTY LTD	12,340
YOUTH FOOTBALL PROGRAM	12,340
FLIGHT CENTRE ALICE SPRINGS	12,193
NT SENIORS CONCESSION SCHEME	12,193
FLIGHT CENTRE CASUARINA	72,129
NT SENIORS CONCESSION SCHEME	72,129
FLIGHT CENTRE COOLALINGA VILLAGE	21,806
NT SENIORS CONCESSION SCHEME	21,806
FLIGHT CENTRE DARWIN CITY	23,822
NT SENIORS CONCESSION SCHEME	23,822
FLIGHT CENTRE GATEWAY PALMERSTON	14,473
NT SENIORS CONCESSION SCHEME	14,473
FLIGHT CENTRE PALMERSTON	30,780
NT SENIORS CONCESSION SCHEME	30,780
FOSTER CARE ONLINE TRAINING AUSTRALIA	20,000
CARER ONLINE TRAINING	20,000
FOSTER CARERS ASSOCIATION NT INC	882,012
FOSTER AND KINSHIP CARE ADVOCACY & SUPPORT	882,012
FRIENDS OF THE TAMINMIN LIBRARY	1,500
15TH ANNUAL TAMINMIN SENIORS POETRY LUNCH	1,500
FUSION MEDIA PRODUCTION	1,500
SUPPORT & GROW	1,500
G TRAINING HEALTH & FITNESS	15,820
FITNESS TRAINING SESSIONS	15,820
GALIWIN'KU WOMEN'S SPACE	321,500
GALIWIN'KU COMMUNITY STANDING STRONG AGAINST DOMESTIC & FAMILY VIOLENCE	1,500
GALIWIN'KU WOMEN'S SAFE PLACE	320,000
GET SET N GO TRAVEL	1,388
TRAVEL	1,388
GOVE JUNIOR SOCCER CLUB INC	2,000
EAST ARNHEM FUTSAL ASSOCIATION	2,000
GRAY SCHOOL COUNCIL INC	234,725
CHILD AND FAMILY COMMUNITY FUND	234,725
GREEK ORTHODOX COMMUNITY OF NORTHERN AUSTRALIA INC	62,087
GREEK WELFARE OFFICER	45,959
SENIOR PROGRAM 2018-19	6,128
SHARING ARRANGEMENT WITH ALLIANCE FRANCAISE DE DARWIN INC (AFD)	10,000

External Service Provider	Amount
GREEN RIVER ABORIGINAL CORPORATION	2,000
LET'S PARTY FOR CHRISTMAS - ALCOHOL FREE	2,000
GROOTE EYLANDT AND MILYAKBURRA YOUTH DEVELOPMENT UNIT INC	145,753
YOUTH DIVERSION PROGRAM	145,753
GUNBALANYA COMMUNITY EDUCATION CENTRE	235,746
CHILD AND FAMILY COMMUNITY FUND - GUNBALANYA	235,746
HELEN SUMMERS OPTOMETRIST	12,260
NT CONCESSION SCHEME	12,260
HELLOWORLD NIGHTCLIFF	27,580
NT SENIORS RECOGNITION SCHEME	27,580
HELLOWORLD TRAVEL DARWIN	17,343
NT SENIORS RECOGNITION SCHEME	17,343
HINDU SOCIETY OF CENTRAL AUSTRALIA (INC)	3,500
NAVRATRI AND DIWALI CELEBRATION 2018	3,500
HINDU SOCIETY OF THE NT INC	106,000
BHARATANATAYAM PERFORMANCE	2,000
IMPROVE FACILITY AT 44 PATTERSON STREET, MALAK	90,000
SHARING ARRANGEMENT WITH INDIAN CULTURAL SOCIETY DARWIN	7,000
SHARING ARRANGEMENT WITH TAMIL SOCIETY OF NT	7,000
HISTORICAL SOCIETY OF KATHERINE NT	5,000
SMASHING THE GLASS CEILING	5,000
HUMPTY DOO & RURAL AREA GOLF .CLUB INC	1,400
SENIORS GOLF DAY AMBROSE	1,400
INDIAN CULTURAL SOCIETY INC	58,500
DIWALI 2018 - FESTIVAL OF LIGHTS	7,500
HOLI 2019	4,000
INDIA AT MINDIL 2019	45,000
VISAKHI 2019	2,000
INDIVIDUAL EMPOWERMENT NETWORK P/L	6,927,704
FAMILY DAY CARE	6,938
GENERAL RESIDENTIAL CARE SERVICE	835,495
HIGH COST PLACEMENTS	54,453
PURCHASED HOME BASED CARE	338,595
RESIDENTIAL PLACES OF CARE	5,692,223
INDONESIA-AUSTRALIA COMMUNITY DARWIN INC.	30,000
PERSONA INDONESIA 2019	30,000
INTEGRATED DISABILITY ACTION	1,000
KNOW YOUR RIGHTS - INFORMATION ABOUT DISABILITY	1,000

External Service Provider	Amount
ISLAMIC SOCIETY OF DARWIN	40,000
DOMESTIC VIOLENCE	20,000
ISLAMIC AWARENESS WEEK 2018	10,000
YOUTH LEADERSHIP PROGRAM	10,000
JACANA ENERGY NT CONCESSION SCHEME	13,386,694
NT CONCESSION SCHEME	13,386,694
JESUIT SOCIAL SERVICES LIMITED	286,439
GROUP CONFERENCING	286,439
KALANO COMMUNITY ASSOCIATION INC	540,661
CHILD AND FAMILY CENTRE	304,297
CHILD AND FAMILY COMMUNITY FUND - KATHERINE	236,364
KALIKAMURTI SUICH	5,003
CENTRED IN CHOICE PROGRAM	5,003
KATHERINE CASTLES	6,490
YOUTH ACTIVITIES	6,490
KATHERINE HIGH SCHOOL	16,055
COMMUNITY STUDIES YOUTH WEEK & HARMONY DAY PROJECT	1,500
MACFARLANE PRIMARY SCHOOL MURAL YOUTH ACTIVITY	14,555
KATHERINE HORSE AND PONY CLUB	1,200
NT YOUTH WEEK	1,200
KATHERINE ISOLATED CHILDREN'S SERVICE INC	3,000
FAMILY FUN DAY	3,000
KATHERINE ISOLATED CHILDREN'S SERVICES	3,500
YOUTH ACTIVITIES	3,500
KATHERINE OUTBACK EXPERIENCE	12,091
STOCKMAN WORKSHOP AND SHOW YOUTH ACTIVITIES	12,091
KATHERINE REGIONAL ARTS INC	16,060
COOL CRAFT	1,876
FIRE STAFF TWIRLING	1,276
SALVATION ARMY DOORWAYS HUB STREET ART	8,380
STREET THEATRE WORKSHOP	1,376
YOUTH OUTREACH & RE-ENGAGEMENT CENTRE STREET ART	3,152
KATHERINE REGIONAL CULTURAL PRECINCT	2,400
YOUTH ACTIVITIES	2,400
KATHERINE TOWN COUNCIL	10,162
MARKETING PROMOTION	5,790
YOUTH ACTIVITIES	4,372
KATHERINE WOMEN'S CRISIS CENTRE INC	1,346,188
CRITICAL INTERVENTION OUTREACH SERVICE	196,194
KATHERINE WOMEN'S CRISIS ACCOMMODATION	1,149,994

External Service Provider	Amount
KATHERINE WOMEN'S INFORMATION & LEGAL SERVICE	6,330
COMMUNITY LEGAL EDUCATION	5,000
IWD CELEBRATION: FREE SOLAR POWERED OUTDOOR CINEMA NIGHT IN KATHERINE	1,330
KEEP AUSTRALIA BEAUTIFUL COUNCIL (NT) INC	1,000
2018 SENIORS GARDEN COMPETITION	1,000
KENTISH LIFELONG LEARNING AND CARE INC	14,683,244
FAMILY DAY CARE	2,385,023
PURCHASED HOME BASED CARE	10,997,015
RESPIRE CARE	1,301,207
KIDS CAN INCORPORATED	2,000
YOUTH ENTREPRENEURSHIP WORKSHOP	2,000
LARAPINTA PRIMARY SCHOOL	236,364
CHILD AND FAMILY COMMUNITY FUND - ALICE SPRINGS	236,364
LARRAKIA NATION ABORIGINAL CORPORATION	357,549
ABORIGINAL CARERS GROWING UP ABORIGINAL CHILDREN	150,000
DANCE CULTURE & SCHOOL HOLIDAY ACTIVITY PROGRAM	144,049
TRANSPORT TO/FROM DARWIN YOUTH ACTIVITIES	49,000
YOUNG MULLIGAS & CUDGERIES PROGRAM	4,500
YOUTH LED EVENTS	10,000
LIFE WITHOUT BARRIERS	7,660,492
ALICE SPRINGS SUPPORTED DISABILITY CARE MODEL	1,601,950
HIGH COST PLACEMENTS	5,665,866
INDIVIDUAL PACKAGES OF CARE	312,174
RESPIRE CARE	80,501
LIFESTYLE SOLUTIONS	3,741,924
COMMUNITY BASED CHILDRENS CARE SERVICE IN TENNANT CREEK	1,255,679
GENERAL RESIDENTIAL CARE SERVICE	562,024
HIGH COST PLACEMENTS	313,400
RESIDENTIAL PLACES OF CARE	1,610,821
LIM, MR MATTHEW	1,000
MUSIC PROGRAM	1,000
LITCHFIELD COUNCIL	1,000
INTERNATIONAL WOMEN'S DAY ART EXHIBITION	1,000
LUXOTTICA RETAIL AUSTRALIA PTY LTD	91,192
NT CONCESSION SCHEME	91,192
MABUNJI ABORIGINAL RESOURCE INDIGENOUS CORP	118,445
BORROLOOLA SAFE HOUSE	117,445
PHOENIX RISING	1,000

External Service Provider	Amount
MACDONNELL SHIRE COUNCIL	383,350
THE RIGHT TRACK	250,000
YOUTH DIVERSION PROGRAM	133,350
MACFARLANE PRIMARY SCHOOL	14,555
MURAL SCHOOL HOLIDAY PROGRAM	14,555
MALABAM HEALTH BOARD ABORIGINAL CORPORATION	55,382
YOUTH DIVERSION PROGRAM	55,382
MALA'LA HEALTH SERVICE ABORIGINAL CORPORATION	55,382
YOUTH DIVERSION PROGRAM	55,382
MANINGRIDA CEC COUNCIL	236,284
CHILD AND FAMILY COMMUNITY FUND	236,284
MANUNDA TERRACE PRIMARY	2,260
STRONG MUMS, STRONG FAMILIES	2,260
MARC GALLAGHER TRADING AS YARRAMAN TERRITORY	35,210
CONNECTION THROUGH HORSES & CANINES	35,210
MARNGARR RESOURCE CENTRE ABORIGINAL CORPORATION	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
MELALEUCA REFUGEE CENTRE	636,544
CULTURE: DIVERSITY FROM THE INSIDE OUT	262,000
FAMILY HARMONY REFUGEE PARENTING SUPPORT PROGRAM	362,544
SCHOOL HOLIDAY ACTIVITIES	12,000
MENZIES SCHOOL OF HEALTH RESEARCH	446,625
CENTRE FOR CHILD DEVELOPMENT & EDUCATION	50,000
PROMOTIONAL VIDEO FOR SUPERSTARS OF STEM	4,000
EARLY INTERVENTION RESEARCH PROGRAM	392,625
MERREPEN ARTS-NAUIYU	1,500
CELEBRATE STRONG WOMEN, STRONG COMMUNITY, CELEBRATE US	1,500
MIKAN REFERENCE GROUP	10,458
MIKAN REFERENCE GROUP	10,458
MINDIL BEACH SURF LIFE SAVING CLUB	2,000
YOUTH ATTENDANCE AT SURF LIFE SAVING CHAMPIONSHIPS 2019	2,000
MOTOR VEHICLE REGISTRY	432,512
NT CONCESSION SCHEME	432,512
MTA TRAVEL	3,999
NT SENIORS RECOGNITION SCHEME	3,999
MULTICULTURAL COMMUNITY SERVICES OF CENTRAL AUSTRALIA INC	195,653
MULTICULTURAL GRANTS PROGRAM	175,753
ORGANISE THE BIG DAY OUT IN HARMONY EVENT IN ALICE SPRINGS	13,200
STRATEGIC BUSINESS PLAN 2019-2023 DEVELOPMENT	6,700

External Service Provider	Amount
MULTICULTURAL COUNCIL OF THE NT	378,877
CREATE / RECORD SONG - MULTICULTURALISM	29,850
INTERNATIONAL WOMEN'S DAY	2,000
LESSONS ON ENGLISH LANGUAGE AND AUSTRALIAN LIFE & CULTURE	1,800
MULTICULTURAL GRANTS PROGRAM	340,227
MULTICULTURAL SENIORS LUNCH	1,500
MULTICULTURAL WOMEN'S LUNCHEON	1,500
NT YOUTH WEEK	2,000
NADINE LLE TRADING AS BIRRIMI CREATIONS	5,000
CHURNING WATERS	5,000
NAPCAN FOUNDATION	462,376
CHALLENGING ATTITUDES, PREVENTING VIOLENCE	50,000
NT CHILD SAFE SERVICES AND COMMUNITIES	412,376
NATALIE LEYSLEY	3,800
CULTURAL PROGRAM	3,800
NATIONAL PIONEER WOMEN'S HALL OF FAME	1,400
HERBS AND VEGGIES - MINIATURE GARDENS	1,400
NATIONAL SENIORS AUSTRALIA CENTRAL AUSTRALIAN BRANCH INC	1,000
RACE DAY	1,000
NEPALESE ASSOCIATION OF NORTHERN TERRITORY INC	12,500
LANGUAGE AND CULTURAL CLASSES 2018-19	6,000
MHA POJA 2018	1,500
NEPALESE DASHAIN FESTIVAL 2018	3,000
WOMEN'S FESTIVAL "TEEJ" 2018	2,000
NEPALESE COMMUNITY ALICE SPRINGS INC	8,000
NEPALESE NEW YEAR 2019 CELEBRATION	5,000
WOMEN'S FESTIVAL "TEEJ" 2018	3,000
NGURRATJUTA PMARA NTJARRA ABORIGINAL CORP	150,000
ABORIGINAL CARERS GROWING UP ABORIGINAL CHILDREN	150,000
NHULUNBUY BICYCLE MOTOCROSS CLUB INC	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
NHULUNBUY BUSH SHOP	1,582
NT CONCESSION SCHEME	1,582
NHULUNBUY COMMUNITY TOY LIBRARY INC	18,088
NHULUNBUY COMMUNITY TOY LIBRARY	18,088
NHULUNBUY CORPORATION LTD	15,000
SCHOOL HOLIDAY PROGRAMS	15,000
NHULUNBUY REGIONAL SPORTSFISHING CLUB INC	2,000
JUNIOR FISHING EXPO	2,000

External Service Provider	Amount
NIGERIAN ASSOCIATION NORTHERN	1,500
57TH INDEPENDENCE DAY OF NIGERIA CELEBRATION	1,500
NITMILUK TOURS PTY LTD	20,160
KATHERINE YOUTH ACTIVITIES	20,160
NORTH AUSTRALIA HEALTH (OPTOMETRIST)	3,055
NT CONCESSION SCHEME	3,055
NORTH AUSTRALIAN ABORIGINAL JUSTICE AGENCY LTD	72,300
CONNECTING WITH SPORTS CLUBS	72,300
NORTH COAST CHILDREN'S HOME INC	132,716
HIGH COST PLACEMENT	132,716
NORTHERN LAND COUNCIL	5,000
INTERNATIONAL INDIGENOUS WOMEN RANGER EXCHANGE	5,000
NORTHERN TERRITORY BALLROOM DANCING ASSOCIATION INC	1,500
COMMUNITY "GLAMOUR MASKED BALL"	1,500
NORTHERN TERRITORY COUNCIL OF SOCIAL SERVICE	303,552
BUILDING THE CAPACITY OF THE DOMESTIC & FAMILY VIOLENCE SECTOR	154,034
ONLINE SERVICE DIRECTORY	149,518
NORTHERN TERRITORY HONG KONG CLUB	2,000
CELEBRATE CHINESE NEW YEAR 2019	2,000
NT FRIENDSHIP & SUPPORT	2,028,914
FAMILY DAY CARE	210,428
PURCHASED HOME BASED CARE	1,768,422
RESPIRE CARE	48,564
SMILES & MILES	1,500
NT LEGAL AID COMMISSION	61,780
DESERT HARMONY FESTIVAL ART ACTIVITIES	1,900
STRENGTHS IN CONVERSATIONS: RESPECTFUL RELATIONSHIPS AND THE LAW TRAINING PROGRAM	59,880
NT OPTOMETRISTS	16,686
NT CONCESSION SCHEME	16,686
OGBAKO NDI IGBO NORTHERN TERRITORY	1,200
IRI JI (NEW YAM) CELEBRATION	1,200
ONE TREE COMMUNITY SERVICES INC	480,288
WADEYE SAFE HOUSE	480,288
OPERATION FLINDERS FOUNDATION INC	327,000
EARLY INTERVENTION YOUTH BOOT CAMPS	327,000
OUR LADY OF THE SACRED HEART CATHOLIC COLLEGE	2,000
NATIONAL CONOCO PHILLIPS SCIENCE EXPERIENCE	2,000

External Service Provider	Amount
PALMERSTON AND REGIONAL BASKETBALL ASSOCIATION	179,178
SCHOOL HOLIDAY PROGRAMS FOR JULY 2019	4,600
YOUTH ACTIVITIES & SPORTS EVENTS	25,600
YOUTH DIVERSION PROGRAM	10,625
YOUTH DROP IN SPORTS AND SCHOOL HOLIDAY ACTIVITIES	118,353
YOUTH SPORT EVENTS	20,000
PALMERSTON AND RURAL SENIORS COMMITTEE INC	2,000
SOUTHERN TRIP WITH LUNCH AT CORROBOREE PARK TAVERN	2,000
PALMERSTON COLLEGE	1,750
NT YOUTH WEEK	1,750
PAPULU APPARR-KARI ABORIGINAL CORPORATION	78,666
CRAFT, FOOD AND SPORTS ACTIVITIES	16,667
JULY SCHOOL HOLIDAY ACTIVITIES	30,000
SCHOOL HOLIDAY PROGRAM	31,999
PAWS DARWIN	1,500
YOUTH VIBE HOLIDAY PROGRAM	1,500
PENSIONERS WORKSHOP ASSOCIATION INCORPORATED	1,400
OPEN DAY & INTRODUCTION TO WOODWORKING	1,400
PINT CLUB INCORPORATED	1,500
GRAB A GRANNY	1,500
PNG - DARWIN CULTURAL GROUP INCORPORATED	1,500
PNG NATIONAL INDEPENDENCE DAY CELEBRATION	1,500
PORTUGUESE & TIMORESE SOCIAL CLUB INC	10,000
SHARED USE OF THE PORTUGUESE AND TIMORESE SOCIAL CLUB FACILITY WITH AFRICA-AUSTRALIA FRIENDSHIP ASSOCIATION INC	10,000
POWERWATER	5,984,000
ADMINISTRATION	20,168
NT CONCESSION SCHEME	5,963,832
PROBUS CLUB OF CHARLES DARWIN	1,500
SENIORS MONTH DARWIN HARBOUR CRUISE	1,500
PWC INDIGENOUS CONSULTING	56,008
YOUTH DIVERSION WORKSHOP	5,523
CHILD AND FAMILY CENTRE WORKSHOP	50,485
RED HOT ARTS CENTRAL AUSTRALIA INCORPORATED	31,450
INDIGEMOJI	31,450
RELATIONSHIPS AUSTRALIA NT INC	1,112,999
HOLDING CHILDREN TOGETHER	102,690
PLACE-BASED THERAPEUTIC INTERVENTION FOR CHILDREN	399,062
THERAPEUTIC SERVICE FOR CHILDREN	163,043
YOUTH DIVERSION PROGRAM	448,204

External Service Provider	Amount
RESPIRE CARE PAID TO INDIVIDUAL	316,388
RESPIRE CARE	316,388
RESTORATIVE WORKS	27,200
RESTORATIVE PRACTICES WORKSHOP	27,200
RINCE NA H'EIREANN DARWIN IRISH DANCE ASSOCIATION INC	3,500
WORKSHOPS ON DANCING FOR TEACHERS	3,500
RIX KIX ARTS	2,700
YOUTH VIBE HOLIDAY PROGRAM	2,700
ROPER GULF REGIONAL COUNCIL	29,000
NT YOUTH WEEK	12,000
YOUTH SPORTS & RECREATION HOLIDAY PROGRAM	17,000
SALTBUSH SOCIAL ENTERPRISES LIMITED	3,371,727
SUPPORTED BAIL ACCOMMODATION SERVICES	3,371,727
SAVE THE CHILDREN AUSTRALIA	999,061
GROW WELL LIVE WELL	200,000
INTENSIVE FAMILY PRESERVATION SERVICES	749,061
SUPERVISED & SUPPORTED ACCESS VISIT PROGRAM	50,000
SCOUT ASSOC OF AUSTRALIA NORTHERN TERRITORY BRANCH	3,850
SHAKE DOWN CAMP	2,000
YOUTH VIBE HOLIDAY PROGRAM	1,850
SECRETARIAT OF NATIONAL ABORIGINAL AND ISLANDER CHILD CARE+	65,000
CENTRAL AUSTRALIA OUT OF HOME CARE CONSULTATION AND DESIGN	65,000
SENIORS OF EXCELLENCE NORTHERN TERRITORY INCORPORATED	1,500
SENIORS OF EXCELLENCE AWARDS PRESENTATION	1,500
SERBIAN ORTHODOX CHURCH SAINTSAVA INCORPORATED	18,000
IMPROVE FACILITY AT 3 DALWOOD CRESCENT, MALAK	18,000
SHIP FOR WORLD YOUTH AUSTRALIA INCORPORATED	2,000
SHIP FOR THE WORLD YOUTH AUSTRALIA - DARWIN COMMUNITY AND ENGAGEMENT VISITS	2,000
SIKH ASSOCIATION OF NORTHERN TERRITORY INC.	7,500
BAISAKHI (KHALSA SAJNA DIVAS) CELEBRATION	1,500
FIRST DIWALI AT NEW SIKH TEMPLE 'GURUDWARA' 2018	6,000
SMILE A MILE FUN BUS & TOY LIBRARY INC	1,500
CHILDREN'S INDIGENOUS ARTWORK & MULTICULTURAL MUSIC	1,500
SOFTBALL NT	5,000
THE EMERGING FURY - DEVELOPMENT PROGRAM	5,000
SOMERVILLE COMMUNITY SERVICES INC	853,994
CHILD AND FAMILY CONTACT CENTRE	302,253
GAMING COMPETITION	4,200
INTENSIVE FAMILY PRESERVATION SERVICES	544,386
KATHERINE YOUTH ACTIVITIES	3,155

External Service Provider	Amount
SPECSAVERS DARWIN NORTH (NT) PTY LTD	36,855
NT CONCESSION SCHEME	36,855
SPECSAVERS PALMERSTON (NT) PTY LTD	32,099
NT CONCESSION SCHEME	32,099
SRI LANKA AUSTRALIA FRIENDSHIP ASSOCIATION	3,300
END OF YEAR GET TOGETHER AND CHRISTMAS CELEBRATION	1,500
SRI LANKAN NEW YEAR CELEBRATION 2019	1,800
SRI LANKAN ASSOCIATION OF ALICE SPRINGS INCORPORATED/ALICE LANKAN LANGUAGE SCHOOL	9,500
ALICE LANKAN LANGUAGE SCHOOL	5,000
SRI LANKA CHRISTMAS CELEBRATION 2018	1,500
TRADITIONAL SRI LANKAN NEW YEAR CELEBRATION 2019	3,000
ST JOHN AMBULANCE AUSTRALIA INC	6,850
FIRST AID YOURSELF UP!	1,850
WOMEN'S FIRST AID TRAINING PROJECT	5,000
ST JOSEPH'S CATHOLIC COLLEGE	2,000
GOLD DUKE OF EDINBURGH ADVENTUROUS JOURNEY	2,000
STORYPROJECTS	15,000
INTERNATIONAL WOMEN'S DAY 2019	15,000
SUGARMAN GROUP INTERNATIONAL PTY LIMITED	15,500
RECRUITMENT SERVICES TO SUPPLY QUALIFIED AND EXPERIENCED CHILD PROTECTION PROFESSIONALS	15,500
TAMIL SOCIETY NT	5,200
CELEBRATION OF TAMIL WOMEN IN NT	1,200
SENIORS GET TOGETHER AND LUNCH WITH MUSIC	1,000
TAMIL NEW YEAR CELEBRATION & CULTURAL NIGHT	3,000
TANGENTYERE COUNCIL INC	5,846,955
ABORIGINAL CARERS GROWING UP ABORIGINAL CHILDREN	199,632
AN INTEGRATED MODEL OF SERVICE DELIVERY	290,000
BMX RACE DAYS, INDOOR SOCCER & ROCK CLIMBING	15,528
COMMUNITY BASED CHILDRENS CARE SERVICE	1,438,427
DOMESTIC AND FAMILY VIOLENCE CHILDRENS SERVICE TO ABORIGINAL YOUTH	525,701
INTEGRATED MODEL OF SERVICE DELIVERY	712,500
INTENSIVE FAMILY PRESERVATION SERVICES	708,760
MEN'S BEHAVIOUR CHANGE PROGRAM	498,764
MEN'S OUTREACH, ASSESSMENT AND REFERALL SERVICE	137,876
MUMS CAN, DADS CAN PROJECT	50,000
RESIDENTIAL PLACES OF CARE	922,285
SATURDAY NIGHT FORTNIGHTLY MULTICULTURAL EVENINGS	10,000
TANGENTYERE WOMEN'S FAMILY SAFETY GROUP	82,195
WOMEN'S FAMILY SAFETY GROUP	246,587
YOUTH VIBE HOLIDAY PROGRAM	8,700

External Service Provider	Amount
TARNTIPI HOMELANDS ABORIGINAL CORPORATION	1,850
YOUTH VIBE HOLIDAY PROGRAM	1,850
TAYLORD DESIGNS	1,902
MURAL ART	1,902
TENNANT CREEK PRIMARY SCHOOL	181,818
CHILD AND FAMILY COMMUNITY FUND - ALICE SPRINGS	181,818
TENNANT CREEK SENIOR CITIZENS & PENSIONERS ASSOCIATION INC	1,700
VARIOUS ACTIVITIES FOR SENIORS MONTH	1,700
THAMARRURR DEVELOPMENT CORPORATION LTD	10,800
THAMARRUR VIOLENCE PREVENTION PROJECT	10,800
THE FINCH CAFE	1,988
KATHERINE YOUTH ACTIVITIES	1,988
THE GAP YOUTH AND COMMUNITY CENTRE ABORIGINAL CORPORATION	702,420
AFTER HOURS PROGRAM	662,500
GAP CAMPING TRIP PROGRAM	17,250
NT YOUTH WEEK	1,500
POP UP SHOP	4,990
VIDEO & MUSIC PRODUCTION WORKSHOPS	14,180
YOUTH VIBE HOLIDAY PROGRAM	2,000
THE HUB OF RESPECT	45,800
MAKING A DIFFERENCE PROGRAM (MAD)	45,800
THE ITALIAN SPORTS AND SOCIAL CLUB INCORPORATED	11,000
IMPROVE FACILITY AT 131 ABALA ROAD, MARRARA	11,000
THE KOREAN ASSOCIATION IN AUSTRALIA NT INC	3,000
KOREAN LANGUAGE AND CULTURAL SCHOOL	3,000
THE OPTICAL SUPERSTORE NT	80,276
NT CONCESSION SCHEME	80,276
THE SALVATION ARMY	708,088
CATHERINE BOOTH HOUSE	708,088
THE YMCA OF THE NT YOUTH & COMMUNITY SERVICES LTD	2,750
NT YOUTH WEEK	1,250
YOUTH VIBE HOLIDAY PROGRAM	1,500
TIWI ISLANDS SHIRE COUNCIL	225,338
YOUTH DIVERSION PROGRAM	225,338
TOP END GEM & MINERAL CLUB INC	1,400
JEWELLERY MAKING	1,400
TOP END ORIENTEERS INC	1,000
ORIENTEERING FOR FUN & FITNESS	1,000

External Service Provider	Amount
TOP END WOMEN'S LEGAL SERVICE INC	24,998
LEGAL CHECKS AND COMMUNITY LEGAL EDUCATION	24,998
TOTAL RECREATION NT INC	2,000
NT YOUTH WEEK	2,000
TRI-ODIA (NT) PTY LTD	170,327
GROUNDS MAINTENANCE AT DON DALE YOUTH DETENTION CENTRE	170,327
TROPIC OPTICS	14,505
NT CONCESSION SCHEME	14,505
UNITED NATIONS ASSOCIATION OF AUSTRALIA NORTHERN TERRITORY+	5,000
SHADE HIRE FOR 2019 IWD EVENT	3,000
UN INTERNATIONAL DAY OF PEACE MULTI-FAITH FUNCTION	2,000
UNITED NATIONS YOUTH NORTHERN TERRITORY INCORPORATED	2,000
UN YOUTH TERRITORY CONFERENCE	2,000
UPAI PURRI	28,250
CULTURAL PROGRAMS	28,250
VICTIMS OF CRIME NT INC	1,800
SECURING YOUR HOME	1,800
VICTORIA DALY SHIRE COUNCIL	2,000
NT YOUTH WEEK	2,000
VIETNAMESE COMMUNITY IN AUSTRALIA - NT CHAPTER INC	3,000
CELEBRATE IWD - WE ARE MORE POWERFUL TOGETHER	1,500
VIETNAMESE LUNAR NEW YEAR CELEBRATION	1,500
WAGAIT ARTS GROUP INCORPORATED	1,000
ADVANCED WATERCOLOUR PAINTING WORKSHOP	1,000
WAGAIT SHIRE COUNCIL	5,200
CRAB CLAW ISLAND LUNCH	1,200
SCHOOL HOLIDAY ENTERTAINMENT AND EDUCATION PROGRAM	2,000
YOUTH VIBE HOLIDAY PROGRAM	2,000
WALTJA TJUTANGKU PALYAPAYI ABORIGINAL CORP	1,600
INTERNATIONAL WOMEN'S DAY IN UTOPIA	1,600
WARLPIRI YOUTH DEVELOPMENT ABORIGINAL CORPORATION	254,504
YOUTH DIVERSION PROGRAM	254,504
WEST ARNHEM REGIONAL COUNCIL	450,908
GUNBALANYA WOMEN'S SAFE HOUSE	450,908
WEST DALY REGIONAL COUNCIL	4,000
FATHER AND SON PROGRAM	4,000
WESTERN DESERT NGANAMPA WALYTJA PALYANTJAKU TJUTAKU	1,600
STRONG WOMEN'S STORYTELLING	1,600

External Service Provider	Amount
WILLIAM CHIN OPTOMETRIST	6,217
NT CONCESSION SCHEME	6,217
WURLI WURLINJANG HEALTH SERVICE	3,000
CELEBRATING THE WOMEN OF WURLI 2019	1,000
SENIOR WOMEN'S DAY OUT	1,000
STRONGBALA SENIOR MEN'S DAY OUT	1,000
YIRARA COLLEGE	2,000
GIRLS ACADEMY ENGAGEMENT CAMP	2,000
YMCA OF THE NORTHERN TERRITORY	4,195
KATHERINE YOUTH ACTIVITIES	2,695
NT YOUTH WEEK	1,500
YMCA OF THE NORTHERN TERRITORY LTD	13,871
STADIUM SPORTS & GYMNASTICS	13,871
YMCA OF THE NT YOUTH & COMMUNITY SERVICES LTD	145,726
ACTIVITIES & EXCURSIONS	15,000
MOVIE MARATHONS	5,940
OCTOBER SCHOOL HOLIDAYS	18,366
POOL PARTIES	21,500
YMCA CELEBRATES IWD IN PALMERSTON & KATHERINE	2,000
YMCA YOUTH ACTIVITIES PROGRAM	82,920
YOUNG ACHIEVER AWARDS AUSTRALIA	11,655
YOUNG ACHIEVER AWARDS	11,655
YOURTOWN	93,700
PARENTLINE	93,700
YUENDUMU COMMUNITY EDUCATION CENTRE	236,364
CHILD AND FAMILY COMMUNITY - YUENDUMU	236,364
YUGAL MANGI DEVELOPMENT ABORIGINAL CORPORATION	236,364
COMMUNITY CHILD AND FAMILY FUND ACTIVITIES	236,364
YWCA OF DARWIN INC	1,637,678
PARENTING SUPPORT PROGRAM	249,333
YOUTH DIVERSION PROGRAM	682,658
YWCA DOMESTIC AND FAMILY VIOLENCE CENTRE	705,687



