

# TERRITORY FAMILIES ANNUAL REPORT

## 2016-2017



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Dear Minister

**Department of Territory Families 2016-17 Annual Report**

In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to submit to you the Department of Territory Families 2016-17 Annual Report. Pursuant to the *Public Sector Employment and Management Act*, the *Financial Management Act* and the *Information Act*, 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*, 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 Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*
- c. no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists
- d. in accordance with the requirements of Section 15 of the *Financial Management Act*, 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*, all public sector principles have been upheld
- g. with respect to my responsibilities under Section 131 of the *Information Act*, in response to an information loss breach outlined elsewhere in this report, procedures within the agency have been improved to ensure the agency complies with the archives and records management provisions prescribed in Part 9 of the *Information Act*.

Yours sincerely



Ken Davies

Chief Executive Officer

September 2017

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# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

**I am pleased to present the 2016-17 Annual Report for Territory Families. This report provides an account of the agency's activities and financial performance for the year 1 July 2016 to 30 June 2017.**

On 8 September 2016, the Northern Territory Government announced changes to improve service delivery for families. This included the creation of Territory Families as a government agency with responsibility for the portfolios of care and protection, youth justice, youth affairs, multicultural affairs, seniors, and senior and pensioner concessions, domestic, family and sexual violence, gender equity and diversity, and children's policy.

These frontline and advocacy portfolios were consolidated into one agency to enable a focus on a whole-of-life approach to supporting families. Territory Families' establishment has created an opportunity to deliver holistic services that result in positive outcomes across the breadth of social issues that impact on Territory families. My role, as the agency's Chief Executive Officer, commenced on 13 September 2016.

This report represents an opportunity to reflect upon and acknowledge the achievements and progress that have been made by the agency in its first year. It further demonstrates and celebrates the work of the agency's staff, carers and partners.

Throughout 2016-17, Territory Families staff have worked to build a new agency focused on delivering systemic improvements to the portfolios and programs for which we are responsible. This has included establishing many of the foundations necessary for a new agency.

A key priority has been the development of a new organisational structure to best reflect the responsibilities of the agency, and a regional service delivery framework that supports local decision-making, backed by a global budget model. The finalisation of our workforce plan will ensure we have the right people in the right jobs to deliver our services.

The data in this report illustrates the high and sustained demand for our portfolio services. Our child protection, domestic violence and youth justice workload is high. In 2017-18 the Northern Territory Government increased Territory Families' operating budget, from \$277 million in 2016-17 to \$287 million.

Operational improvements are focused on support for children and their families through the delivery of a diverse, yet connected, range of frontline services that focus on more than statutory intervention. The aim is to place child protection and youth justice services within a broader

framework of programs for prevention and early intervention, and provide better support for families when they need it.

This has occurred in the context of responding to shortcomings within our systems, including those identified by the Royal Commission into the Protection and Detention of Children in the Northern Territory.

Importantly, Territory Families has not been alone in wanting to address issues and improve services to clients. Throughout 2016-17 the agency has partnered and found improved ways of working with other government agencies and our non-government sector partners, communities and clients.

Territory Families new *Strategic Plan 2017-2020* was developed through a comprehensive consultation with staff and non-government stakeholders. It is the roadmap for the next three years and defines our key strategic directions, outlines where we will focus our efforts and details how we will measure our achievements to ensure we deliver quality outcomes for Territorians. The plan puts children and families at the centre of the agency's decision-making to achieve significant, long-term improvements. The agency has also developed six strategies, which have formed the new strategic plan and our future outcomes. This annual report focuses on the goals of our strategic plan, and our commitment to strengthening Territory Families and our communities within the region.

Territory Families recognises the significant challenges faced in the youth justice and child protection portfolios. We must do more to address the significant over-representation of Aboriginal people in our systems; ultimately, the members of our society must value and respect each other, and keep children, young people and families out of child protection, youth justice and domestic violence.

I would like to acknowledge the efforts and contributions of all individuals who demonstrated their commitment to improving and developing outcomes for young people and families in the Northern Territory.



A handwritten signature in black ink that reads "Ken Davies". The signature is stylized with a large, looping 'K' and a cursive 'Davies'.

Ken Davies  
Chief Executive Officer



# PART 1

# TERRITORY FAMILIES



# FUNCTIONS AND OBJECTIVES OF TERRITORY FAMILIES

Territory Families brings together the Northern Territory Government's responsibilities for care and protection of children, youth justice, youth and multicultural affairs, seniors, senior and pensioner concessions, domestic violence, and women's, men's and children's policy.

Territory Families is responsible for:

- providing services to respond to notifications about harm to children, including undertaking investigations, child safety planning, and family assistance
- providing services to children in the care of the Chief Executive Officer, including placement and case management, and the recruitment and support of carers
- providing support to families and parents to assist them to raise strong, healthy and safe children
- providing targeted youth programs and services that contribute to community safety, and reduce offending and reoffending by young people
- working collaboratively across government agencies and non-government organisations to deliver services that reduce and address the negative effects of domestic, family and sexual violence
- promoting the safety, equality and participation of women in the Territory, and improving coordination of policy and services for Territory men
- supporting the participation and input into government decision-making and policy development by key multicultural, youth and seniors community groups

- assisting pensioners, carers and other eligible Territorians with living expenses and providing an incentive for senior Territorians to remain living in the Territory following their retirement.

## Priorities

In 2016-17, the Northern Territory Government's priorities for Territory Families were to:

- invest earlier in children, including earlier support to vulnerable families
- address the issues in the youth justice system, so that children are diverted from future detention
- ensure children in care receive effective support and services to address their history of trauma
- improve and expand the response to domestic violence
- increase services for young people so that they have activities and opportunities that engage them
- ensure senior Territorians are respected and supported.

## This report

This report canvasses a year of major change resulting from the formation of Territory Families through the bringing together of functions from five agencies.

For Territory Families, the 2016-17 financial year was focused on identifying our vision and goals and building effective partnerships, systems and processes – a new agency with a new structure, new focus and new priorities.

This annual report uses the major goals of the *Strategic Plan 2017-2020* as a lens through which to view Territory Families' first year of operations as it will provide a baseline against which to measure future performance.

# ESTABLISHING A NEW AGENCY

Territory Families was formed by bringing together staff from five government departments, including the:

- former Department of Children and Families (Children and Families functions)
- former Department of Correctional Services (Youth Justice functions)
- Department of Chief Minister (Youth, Multicultural Affairs and Seniors functions)
- Department of Health (Senior and Pensioner Concessions functions)
- former Department of Local Government and Community Services (Domestic Violence Directorate and Offices of Women's and Men's Policy functions).

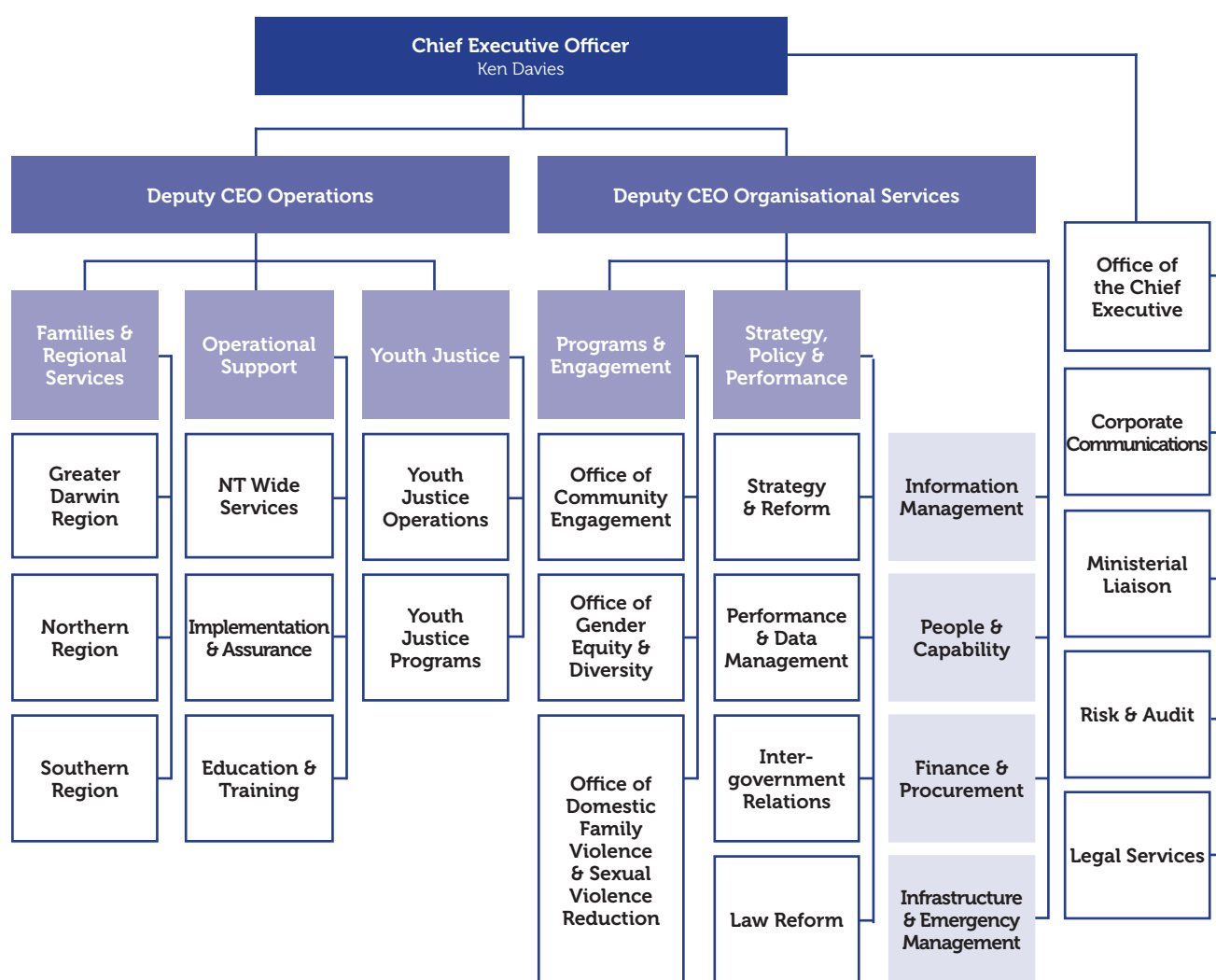
# A NEW STRUCTURE FOR A NEW AGENCY

The formation of Territory Families created opportunities to establish an organisation that would work in partnership to deliver integrated, culturally competent, family-centred services to improve the lives of Territorians.

In December 2016, Territory Families initiated an independent review process, to develop an organisational structure through a review and consultation process involving key stakeholders and staff. The functional review was finalised in February 2017, and included a new organisational structure designed to ensure that Territory Families:

- deploys services close to Territorians who require them
- provides greater decision making and direct local oversight within regions
- connects and enables service delivery teams to collaborate to achieve optimal client outcomes
- maximises the effective and efficient use of its resources and budget.

The new structure was progressively implemented throughout 2016-17. The resulting Organisational Chart is below.



# A REGIONAL FOCUS

The Northern Territory presents a unique and challenging environment in which to deliver services. The demographic, geographic, economic and historical characteristics of the Northern Territory differ significantly from other Australian jurisdictions. With one per cent of Australia's population living on one sixth of its land mass, and significant distances between centres, the Northern Territory's population is highly dispersed.

From the total population of 245,740 people, 25.5 per cent are Aboriginal, and 26 per cent are children aged 0 to 17.

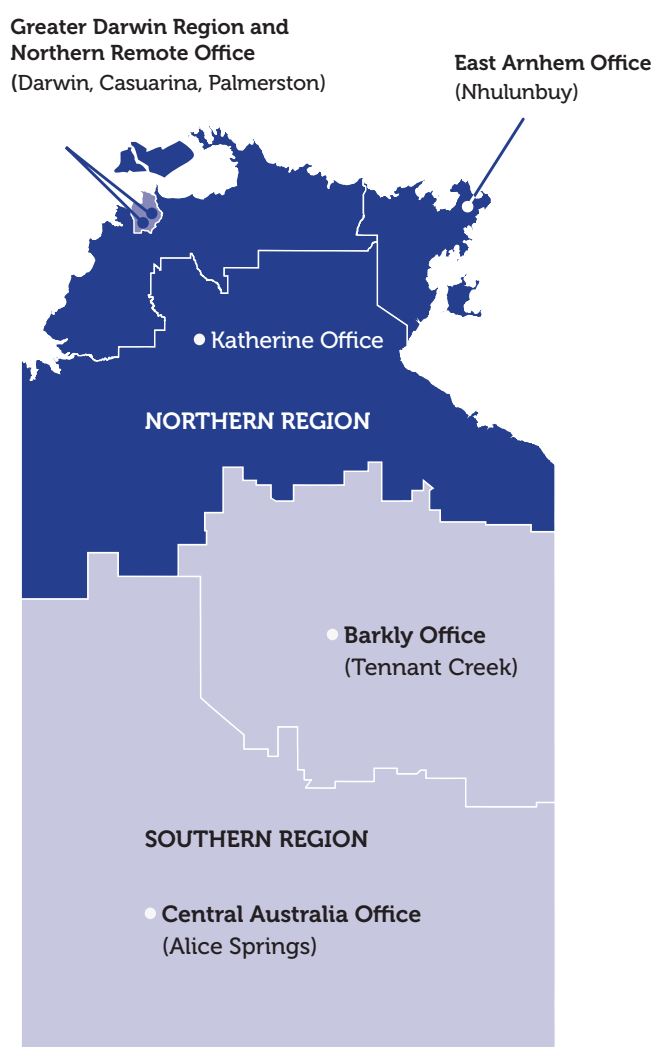
In 2016-17, Territory Families staff worked from 25 locations, with major service centre offices in:

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

Our efforts towards regionalisation in 2016-17 have strengthened relationships and connections between our child protection, out-of-home care, family services and youth justice functions, and provided decision-making powers to people who have contextual knowledge of the issues and challenges being faced in their communities. We are continuing our transition to a regional service delivery model, as we seek to distribute our staff closer to where client needs exist.

This regional approach, supported by a new organisational structure, new regional boundaries and a new global budget model, allows local decision-making to support the needs of each community.

## Territory Families' Offices





# OUR STRATEGIC PLAN

In 2016-17, Territory Families developed its *Strategic Plan 2017-2020* through extensive consultation with more than 300 employees and 50 representatives from our key partners in the non-government sector. During the strategic planning workshops, staff and non-government providers identified more than 694 separate goal and strategy statements covering the breadth of Territory Families responsibilities. Territory Families released a consultation report to all participants following the workshops and consolidated the outcomes of consultation into the strategic plan.

## MISSION, VISION AND GOALS



## WE CARE

Territory Families is committed to the Northern Territory Public Sector values, which underpin our work in delivering services to Territorians, promote collaboration and professionalism, and guide us to achieve our best performance at work. The Northern Territory Public Sector (NTPS) values are:

- **Commitment to Service:** the NTPS is professional, hardworking, effective, innovative and efficient, working collaboratively to achieve the best results for the Northern Territory.
- **Ethical Practice:** the NTPS upholds the highest standards of practice and acts with integrity in all that it does.

- **Respect:** the NTPS respects all people and, in particular, their rights as individuals.
- **Accountability:** the NTPS is transparent and accountable in all its actions.
- **Impartiality:** the NTPS is apolitical and provides the government with advice that is objective, timely and based on the best available evidence.
- **Diversity:** the NTPS values the diversity of its workforce, as well the Northern Territory population it serves.

The Territory Families strategic planning consultation process was used to engage staff in identifying how those values could be expressed in their daily work, with a focus on the unique outcomes sought by Territory Families. Agency staff identified six values critical to Territory Families workplace culture and success. These six values detail how every member of Territory Families is expected to perform and deliver their responsibilities.



### Compassionate

We demonstrate empathy through our actions and demonstrate sincerity and fairness in our work with them.

### Collaborative

We work in partnership for better outcomes.



### Accountable

We are open and transparent and accept responsibility for our actions.



### Professional

We are committed to service and operate with courtesy, competency, efficiency and objectivity.



### Respectful

We value the perspectives, contributions, knowledge and diversity of others.



### Ethical

We demonstrate honesty, fairness and integrity.





# OUR PRINCIPLES

Territory Families' service delivery will uphold the following principles, with a strong focus on Aboriginal children, families and communities. These are the attributes that we will display in our every day activity.

## Culturally considerate

The cultural needs of a child, family or community will 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, the system will support young people, families and communities to take ownership of service responses.

## Outcomes focused

A focus on achieving positive outcomes for children and families will enable the system to be designed on a feasible and sustainable foundation, with clearly articulated outputs and objectives that are tailored towards the Northern Territory's unique context.

## Shared power, responsibility and governance

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 welfare 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.

## Responds earlier

The system will move from an intervention model to an early intervention and prevention model which will strengthen the resilience of families to overcome the underlying contributors to child abuse, neglect and youth offending.

## Rehabilitative and restorative

Through a framework built on a needs-focused, therapeutic, trauma-informed approach, the system will provide the opportunity for children and families to heal, maintain safety and to be prevented from further harm.

## Evidence-based

A strong emphasis on improving outcomes for families will provide the foundation for a system that works in partnership with the community to develop a local evidence-base that is both informed by, and contributes to, complementary policies, standards and charters.



# KEY EVENTS

## 2016

### September

- **12<sup>th</sup>** – Following the Northern Territory election on 27 August 2016, a new government was formed and Territory Families was created.
- **13<sup>th</sup>** – Ken Davies appointed as the first Chief Executive Officer of Territory Families, and lead of the Children and Families Cluster.



### November

- **11<sup>th</sup>** – The Minister and CEO attended the National Community Services Ministers meeting in Sydney.
- **30<sup>th</sup>** – 16 New Youth Round Table members were appointed.



### October

- **11-13<sup>th</sup>** – The first public hearings for the Royal Commission into the Protection and Detention of Children in the Northern Territory were held in Darwin.
- Amendments to the *Youth Justice Act* passed by the Northern Territory Legislative Assembly banned the use of mechanical restraint chairs for young offenders in detention.
- **21<sup>st</sup>** – Inaugural meeting of the Children and Families Standing Committee.

### December

- **4<sup>th</sup>** – Members of the Youth Round Table presented their community based projects to Ministers and CEOs at Parliament House.
- **5-14<sup>th</sup>** – The Royal Commission held hearings in Darwin.
- Territory Families supported the CREATE Foundation's CREATE Christmas Gift Drive.
- Territory Families supported the Northern Territory's representatives at the Council of Australian Government's Domestic Violence Summit.
- **16<sup>th</sup>** – Young people at Don Dale Youth Detention Centre welcomed a visit from Australian music icon Paul Kelly and multi-instrumentalist and producer Charlie Owen.

## 2017

### January

- Territory Families staff assisted with disaster management and recovery after 96 Walungurru (Kintore) residents were evacuated from their homes as a result of flooding.



### February

- **8<sup>th</sup>** – The Chief Minister announced an \$18.2 million annual investment in a youth justice diversion program.

### March

- **13-17<sup>th</sup>** – Northern Territory Royal Commission held hearings in Alice Springs.
- **20-31<sup>st</sup>** – The Royal Commission held hearings in Darwin.
- **31<sup>st</sup>** – The Northern Territory Royal Commission interim report was handed down.

### April

- **19-28<sup>th</sup>** – The Royal Commission held hearings in Darwin.
- 25 New Youth Justice Officers began work after completing a new six-week training course.
- Territory Families staff volunteered to assist Queensland residents in the wake of Severe Tropical Cyclone Debbie.

### May

- **8-12<sup>th</sup>** – The Royal Commission held hearings in Darwin.
- **15<sup>th</sup>** – The first class of 39 Youth Outreach and Re-engagement Officers began work.
- **26<sup>th</sup>** – The Charter of Rights for Foster and Kinship Carers was launched at Parliament House.
- **29<sup>th</sup>-2 June** – The Royal Commission held hearings in Alice Springs.



### June

- **19-30<sup>th</sup>** – The Royal Commission held hearings in Darwin.
- Territory Families transitioned to its new - regional and operational structure.





## OUR PEOPLE

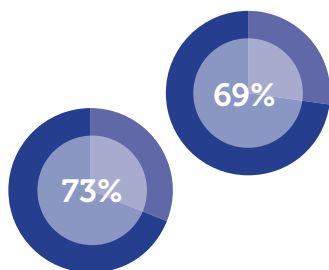
Territory Families employs a diverse, experienced and skilled group of staff who are dedicated to working to enhance the lives of children and their families.

At 30 June 2017, our workforce consisted of 984 staff across the Northern Territory.

Territory Families' core frontline roles include:

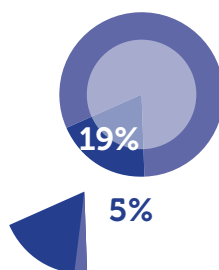
- remote family support workers
- Aboriginal community workers
- child protection practitioners
- carer assessment and support workers
- courts officers
- women's safe house workers
- residential care workers
- family safety framework coordinators
- therapists and counsellors
- youth outreach and re-engagement officers
- youth justice officers.

# OUR WORKFORCE



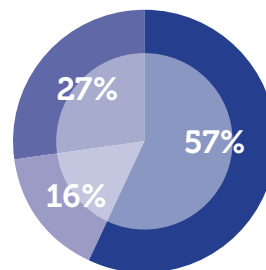
## Women in our workforce

Women make up 73 per cent of the workforce and 69 per cent of our senior and executive positions are held by women.



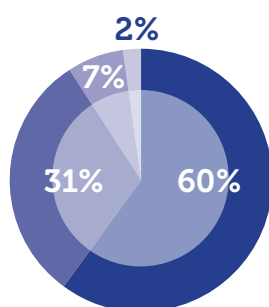
## Aboriginality

Nineteen per cent of Territory Families staff identify as Aboriginal, and five per cent of our senior and executive leadership roles were held by individuals who identified as Aboriginal.



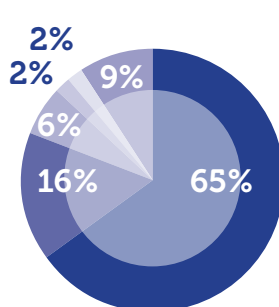
## Role type

Fifty seven per cent were employed in direct service delivery roles, 16 per cent in indirect support roles and 27 per cent in government services roles.



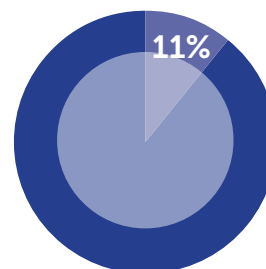
## Role type

Sixty per cent of our total staff are employed in the administrative stream, 31 per cent in the professional stream, seven per cent in the physical stream and two per cent in the executive stream.



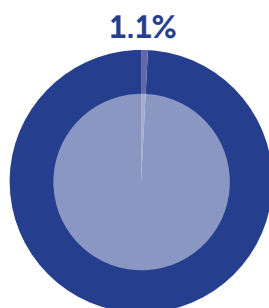
## Location

Sixty five per cent of employees are based in Darwin, 16 per cent in Alice Springs, six per cent in Katherine, two per cent in Nhulunbuy, two per cent in Tennant Creek and nine per cent across remote communities outside of the major service centres.



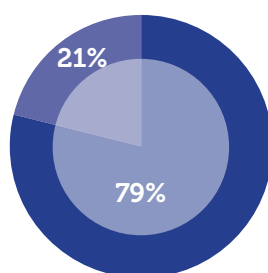
## Equal opportunity

Our agency promotes equality of opportunity in employment and at 30 June 2017 there were 106 employees from a non-English speaking background.



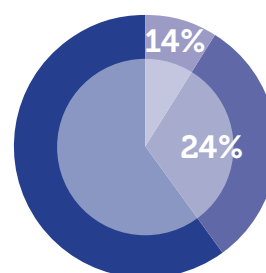
## Disability

1.1 per cent of employees identified as having a disability.



## Length of service

The median length of service for employees across Territory Families was 3.2 years. Seventy-nine per cent of employees have worked in the Northern Territory Public Service for more than a year.



## Experience

Fourteen per cent of the workforce had more than 10 years' experience in the Northern Territory Government and a further 24 per cent had between five and 10 years' experience.

# OUR LEADERSHIP

The creation of a new agency resulted in the creation of a new structure and a new leadership team. All new executive positions in the Territory Families structure were subject to open recruitment in 2016-17.

As at 30 June 2017 Territory Families was preparing to implement the agreed structure in full, and the leadership group comprised:



**Chief Executive Officer**  
Ken Davies



**Deputy Chief Executive Operations**  
Jeanette Kerr



**Deputy Chief Executive Organisational Services**  
Nicole Hurwood



**General Manager Family and Regional Services**  
Bronwyn Thompson (Acting)



**Executive Director Southern Region**  
Dorrelle Anderson



**Executive Director Northern Region**  
Damien Worley (Acting)



**Executive Director Youth Justice**  
Karen Broadfoot



**Executive Director Out-of-home care**  
Marnie Couch (Acting)



**Executive Director Remote Services**  
Jodie Woolcock



**Executive Director Governance**  
Leonie Warburton (Acting)



**Executive Director Strategy, Policy and Performance**  
Luke Twyford



**Senior Director Programs and Engagement**  
Danyelle Jarvis



**Senior Director People and Capability**  
Danielle Cross



**Chief Financial Officer**  
Kim Charles



**Executive Director Corporate Services**  
Peter Davies



**Executive Director Gooda White Royal Commission**  
Kiah Hanson

Territory Families would like to thank the leaders and executive contract officers who departed in 2016-17. These include Anne Bradford, former Chief Executive Officer of the Department of Children and Families, and Simone Jackson, who was the General Manager of Enabling Services.



# YEAR AT A GLANCE

**TABLE 1: KEY PERFORMANCE INDICATORS**

Children and Families	2012-13	2013-14	2014-15	2015-16	2016-17
<i>Family and Parent Support</i>					
Total number of children whose families received family support casework services	-	-	1,066	1,515	2,007
<i>Child Protection</i>					
Child protection notifications received	9,967	12,936	17,032	20,465	22,313
Child protection investigations commenced	3,802	4,905	7,091	7,862	9,274
Child protection investigations finalised	3,558	4,303	6,870	8,167	9,027
Child protection investigations substantiated	1,483	1,685	2,075	1,907	2,265
<i>Out-of-home care</i>					
Children in out-of-home care	748	918	997	1,020	1,049
Children admitted to out-of-home care	362	396	335	315	304
Children exiting out-of-home care	329	242	257	304	281
Foster places of care	225	229	229	249	272
Kinship places of care	147	185	205	205	215
Permanent care orders granted	-	-	0	0	1
<i>Youth Justice</i>					
Number of young people with a youth diversion case management plan	-	-	-	New	61
Number of young people diverted to a restorative justice conference	-	-	-	New	62
Number of young people completing a restorative justice agreement	-	-	-	New	17
Daily average number of young people in detention	49	48	42	49	37
Number of youth receptions into a youth detention facility	429	468	462	530	519
<i>Domestic, Family, and Sexual Violence Reduction Services</i>					
Number of women and children provided with crisis accommodation services	4,720	4,627	4,145	4,762	3,514 <sup>1</sup>
Number of NGO services funded to reduce domestic, family and sexual violence	-	-	-	New	37
Number of bed nights in women's safe houses	-	-	-	New	97,500
<b>Community Engagement and Programs</b>					
Number of supported community events for young Territorians	-	-	-	New	146
Number of multicultural community events supported	-	-	-	New	109
Number of initiatives to enhance gender equity and diversity supported	-	-	-	New	29
<b>Seniors and Carers</b>					
Pensioner and carer concession recipients	20,376	21,222	20,515	19,546	19,345
Number of community events for senior Territorians supported	-	-	-	New	52

<sup>1</sup> Data has been sourced from the Australian Institute of Health and Welfare, Specialist Homelessness Services Collection - SHS support services data collection 2011-16 for women and children who accessed long, medium or short-term accommodation. Data for females who didn't provide an age is included. These figures also include women (not children) from women's safe houses.

<sup>2</sup> Data from the 2016-17 Specialist Homelessness Services Collection was not available at the time of publishing.







# PART 2

# PERFORMANCE







# 1

## PROVIDE EARLY SUPPORT TO CHILDREN, YOUNG PEOPLE AND FAMILIES

Providing early support for children, youth and families is a critical priority for Territory Families. The overarching goal is to enable parents and primary carers to provide safe and stable care for their children.

Services aim to support the maintenance of family units, resolve or reduce the risk of child neglect and abuse and engage children and parents in services that strengthen their capacity.

In 2016-17 Territory Families identified five strategies to achieve the aim of providing early support. These are to:

1. support communities and families through targeted investment in early intervention and prevention programs and services
2. create a responsive service system that provides pathways and options to flexibly meet the needs of families
3. empower communities and families to tackle and prevent child abuse and neglect
4. engage with young people earlier to reduce the risk of future offending and divert them away from crime
5. value and respect children and young people's ideas, and help them to build stronger connections with the community.

## Early intervention, parenting and family support services

Early intervention, parenting and family support services take many forms, depending on the strengths and needs of a family.

In 2016-17, Territory Families provided \$10.5 million to non-government providers of family and parenting support services. This funding enabled the delivery of a wide range of programs including intensive youth services, toy libraries, place-based therapeutic intervention services for children, night patrols, advice lines and resources, parenting support programs and the intensive family preservation services.

Territory Families directly provided services to children and families to keep them out of the child protection and youth justice systems through its Remote Family Support Service and Strengthening Families teams. As of 30 June 2017, there were 2,007 children whose families were receiving ongoing case management from Territory Families. Throughout the year Territory Families had convened 50 multi-agency child safety coordination groups, which are used to share information and coordinate services to families.

Throughout 2016-17, Territory Families worked with non-government organisations to identify improvements to family and parenting support services and develop a dual pathways model. These initiatives aim to provide earlier support to families to reduce the likelihood of their entering the child protection system.

Through this Territory Families:

- conducted broad industry and stakeholder consultations with more than 90 organisations to co-design a new operating model for family support
- commenced the development of a strategy to improve child wellbeing and safety to focus on earlier support
- commenced five-year funding agreements for universal family support services to improve the capacity of these services to plan, budget and deliver. The Darwin Fun Bus, Nhulunbuy Toy Library and Darwin Toy Library were the first services to benefit from this arrangement.

### Toy Library receives five-year funding

A service which has been supporting young children and their families for nearly 30 years has been guaranteed another five years of life thanks to Territory Families.

From July 1, the agency committed to a five-year funding arrangement for the Darwin Fun Bus, a mobile playgroup that has been run by the City of Darwin for 28 years.

The fun, learning-filled local mobile playgroup meets Monday to Friday for two hours at different locations around the city, including Bagot community, Wanguri Park, the Jingili Water Gardens, Yanyula Park at Anula and Civic Park in the Darwin CBD.

The playgroup offers parents and children, aged zero to five, a chance to interact, learn, sing songs and gather together in a positive environment, and the only charge is a piece of fruit which gets sliced and shared with the group.

Activities include water play, art, story reading and physical play. Mothers who attended a recent session at Bagot community were pleased the playgroup would continue to provide a place for both parents and children to socialise and develop new friendships.



**TABLE 2: FAMILY AND PARENT SUPPORT SERVICES**

Key deliverables	2012-13	2013-14	2014-15	2015-16	2016-17
Number of children whose families are receiving ongoing casework <sup>1</sup>	-	-	1,066	1,515	2,007

<sup>1</sup>Calculated as open investigation cases where casework continues post outcome, as at 30 June each year.



## Northern Territory Child Wellbeing and Safety Strategy

The development of a Northern Territory Child Wellbeing and Safety Strategy has been progressed in 2016-17 through a partnership agreement with the National Association for the Prevention of Child Abuse and Neglect (NAPCAN). In 2016-17, NAPCAN commenced consolidation of information and strategy drafting with experts, community members and non-government organisations to ensure that the strategy:

- is based on contemporary prevention research
- builds on the Northern Territory's Council of Social Services' vision for a coordinated service system to promote child and family wellbeing
- aligns with other strategies and reform work being undertaken by the Northern Territory Government
- includes the voices of children and young people, families and community members.

### Youth services

Throughout 2016-17, Territory Families worked with youth service providers and stakeholders to deliver a range of early intervention services and improve after-hours services and activities for young people. This included developing an activities program that supports at-risk children.

In 2016-17, Territory Families:

- established a Youth Services Coordinator role in Alice Springs
- funded Central Australian Aboriginal Congress, Alice Springs Towns Council and Alice Springs Youth and Community Centre to deliver after-hours services for young people
- consulted with young people and youth organisations to improve after-hours services that meet local needs
- coordinated an online Territory-wide school holiday calendar to encourage youth participation and activity
- invested \$2.05 million in the Regional Youth Services initiative for local early intervention and prevention programs including:

- the Strong Young Women's Program delivered by Red Dust Role Models. It targeted health literacy for women aged 12 to 18 in two remote communities and in Alice Springs
- pregnancy and parenting programs for young parents, provided case management support and linked access to services for life skills, health, education and relationships – this was delivered by Anglicare Northern Territory and YWCA
- the establishment of a new youth centre run by Barkly Regional Council to offer after-hours activities for young people in Tennant Creek
- a range of after-hours activities and services in Katherine and Nhulunbuy.

### Youth outreach and re-engagement

In May 2017, five new Youth Outreach and Re-engagement Teams were established in Palmerston, Alice Springs, Katherine, Tennant Creek and Nhulunbuy as part of \$18.2 million funding for improved youth diversion outcomes. Youth outreach and re-engagement teams identify and work with youth vulnerable to becoming involved in the youth justice system, and their families, by providing support and interventions that meet each individual's needs.

The teams were involved in 318 interactions with young people and their families, and had 321 interactions with key stakeholders. The work aimed at encouraging young people to make positive life choices, and supporting them to exit or steer away from the youth justice system. Young people at risk of offending and entering the youth justice system were identified and engaged in case management and diversion programs.

A court-ordered Restorative Justice Conferencing Program was established and was overseen by new governance groups, which included a Cross Agency Advisory Group, Practice Advisory Group and Legislative Amendments Advisory Committee.



Alice Springs graduation ceremony

## Inaugural Youth Outreach and Re-engagement Officers graduate

Thirty-nine new youth outreach workers started roles supporting young Territorians and their communities in May.

The Youth Outreach and Re-engagement Officers (YOREOs) began their youth support roles after graduation ceremonies in Alice Springs and Darwin on Friday 12 May.

The youth outreach initiative was one of a program of reforms and improvements to the Northern Territory's youth justice system, and are based in Alice Springs, Tennant Creek, Katherine, Palmerston/Darwin and Nhulunbuy.

The outreach officers work with youth and their families, other government agencies and local NGO services to support young people seen to be at risk of offending. Their aim is to connect these young Territorians to relevant education, training, counselling and medical services so they can make positive life choices and contribute to their local community.

The YOREOs undertook three weeks of intensive training on case management, restorative practices, working with young people with complex behavioural and emotional issues and engagement techniques.

The YOREO team also includes professional and operational support staff to assist frontline workers to connect with other NGO and government service providers such as counsellors, medical services and local education or training opportunities.



Darwin graduation ceremony



## Domestic, family and sexual violence reduction

During 2016-17, more than \$15 million was provided to non-government organisations for domestic and family violence services. These services included critical intervention outreach services for victims of domestic violence and their children, women's shelters, a men's behaviour-change program, a men's outreach and referral assessment service, victim support and advocacy services, and a domestic violence specialist children's service. Four women's shelters – in Darwin, Katherine, Tennant Creek and Alice Springs – were funded to provide services in 16 communities and 29 town camps.

Territory Families also funded a consortium of Tangentyere Council, Alice Springs Women's Shelter and Jesuit Social Services to provide a best-practice men's

behaviour-change program aimed at changing attitudes, beliefs and behaviours regarding domestic violence in Alice Springs.

Territory Families also supported the NO MORE family violence prevention campaign's work to develop and implement domestic violence action plans with sporting clubs and communities to reduce violence and change community values and norms. Territory Families further partnered with the national anti-domestic violence campaign Our Watch to develop effective family violence prevention strategies. Our Watch was established to drive nationwide change in the culture, behaviours and power imbalances that lead to violence against women and their children.



### Alice Springs stars shine

Territory Families staff in Alice Springs spent two and a half months weaving their own galaxy of stars as part of a national campaign against domestic violence.

The One Million Stars to End Violence campaign will culminate in a display at the Gold Coast Commonwealth Games next year.

More than 1,500 of the stars on display will have been made by Territory Families' nimble-fingered weavers who used their lunch breaks to learn how to weave the colourful ribbon stars, and then took them home at night to work on. Residential care staff, and the children, also took on the challenge.

The initial goal was 1,000, but ended up with 1,500 being contributed to the Alice Springs Women's Shelter's goal of 10,000 stars.



## 2 SAFEGUARD THE WELLBEING OF CHILDREN, YOUNG PEOPLE, FAMILIES AND THE COMMUNITY

**Territory Families' core statutory services include child protection, youth justice, out-of-home care and domestic violence services.**

Our workforce provides critical responses to circumstances where individuals and families are in trauma and vulnerable. The nature of our response to child abuse, neglect, youth offending and domestic violence can positively influence the futures of both individuals and the community.

Territory Families has developed six strategies to improve its delivery of core statutory services. These are to:

- work to reduce the number of Aboriginal people in the child protection and youth justice system and address their overrepresentation
- refocus the child protection and youth justice systems towards restoring families and communities
- ensure out-of-home care is a safe, caring, nurturing and restorative experience for children, and effectively support them to transition from care
- ensure programs and services delivered to children and families are trauma-informed and therapeutic
- build a youth detention system that supports effective reintegration
- reduce domestic, family and sexual violence by providing targeted interventions and supports when needed.



## Child protection

During 2016-17, demand for statutory child protection services continued to increase.

During the year, there were 22,313 child protection notifications relating to 11,222 individual children. This was a nine per cent increase on the previous 12 months, and constitutes a doubling of reports over the past five years.

The most frequent notifiers were police, school staff and hospital/health centre staff. Police accounted for 9,279 (42 per cent) of all child protection reports.

When a child protection notification raises concerns about the acts and omissions of parents, Territory Families can commence a child protection investigation. Investigations include interviewing the child, their siblings and parents, assessing the home environment, and collecting information from other professionals and adults involved in the child's life. In 2016-17, Territory Families began 9,274 child protection investigations to assess if children were at risk of harm or in need of care and protection. This was a 16 per cent increase on the previous year. Child protection reports that do not lead to investigations can result in a referral to family support, the undertaking of a protective assessment or no further action.

All child protection investigations are accorded a response priority rating after an initial assessment of the report. In 2016-17, 8,587 investigations (93 per cent) were commenced within the allocated response time.

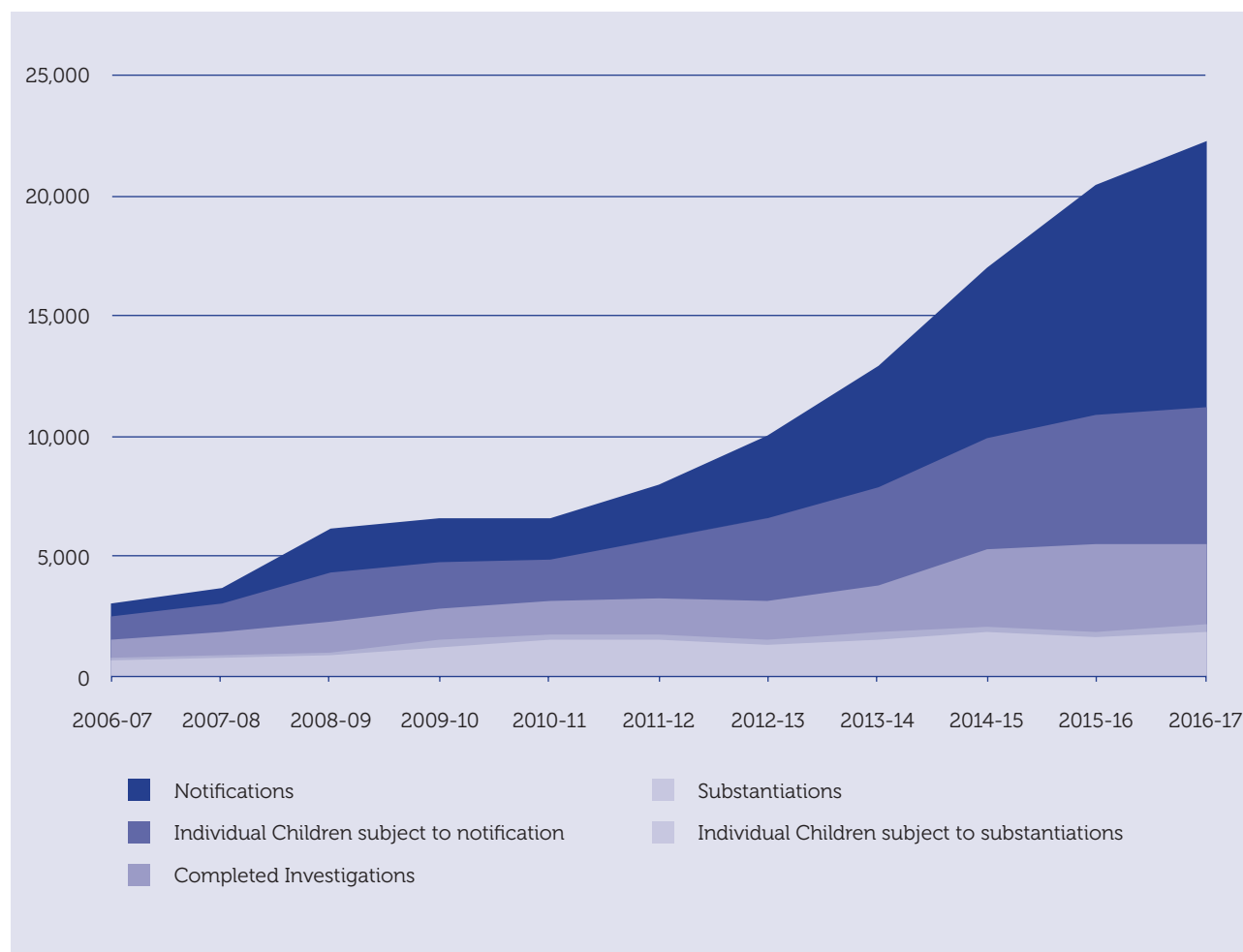
**TABLE 3: NOTIFICATIONS, INVESTIGATIONS AND SUBSTANTIATIONS**

	2012-13	2013-14	2014-15	2015-16	2016-17	Annual increase (%)
Notifications	9,967	12,936	17,032	20,465	22,313	9%
Proceed to investigation	3,802	4,905	7,091	7,862	9,245	17.6%
All investigations commenced	3,769	4,637	7,188	8,000	9,274	16%
All investigations commence within timeframe	3,254	3,739	5,346	7,179	8,587	19.6%
All investigations finalised	3,558	4,303	6,870	8,167	9,027	10.5%
All substantiations	1,483	1,685	2,075	1,907	2,265	18.8%

Territory Families completed 9,027 child protection investigations through which it documented an assessment of the risk and safety factors experienced by the child and their family. The number of completed investigations in 2016-17 represented a 10.5 per cent increase on the number completed in 2015-16. At 30 June 2017, 1,404 child protection investigations were in progress.

A quarter (25.1%) of completed investigations found that the child had been or was at risk of harm, meaning 2,265 reports were substantiated. These 2,265 cases related to 1,661 individual children. The most common substantiated harm types were neglect (957 cases), emotional harm (896 cases), physical harm (389 cases) and sexual exploitation (23 cases).

**CHART 1: INCREASE IN DEMAND FOR STATUTORY CHILD PROTECTION SERVICES – 10 YEARS**



## Out-of-home care

Most Northern Territory children and young people grow up in a family that protects and cares for them. They experience home as a place of love, where they can safely grow, explore and learn about the world. For some children and young people, however, home is not a safe place. In circumstances where children are in need of care and protection Territory Families can apply to take these children into the care of the Chief Executive Officer.

The purpose of out-of-home care is to provide children and young people who are in the care of the Chief Executive Officer with stable and nurturing home-based care that enables them to heal from the harm they have experienced so they can thrive.

In 2016-17, the total number of children in out-of-home care stabilised. At 30 June 2017 there were 1,049 children and young people in the care of the Territory Families Chief Executive Officer. This is a 2.8 per cent increase, or 29 children, on the previous year. Over the year, 304 children entered out-of-home care. This is a reduction of 11 from the year before and is the lowest figure in the past five years.

The continuing trend of reducing numbers of children entering out-of-home care may reflect improved family interventions, but has not reduced the total number of children in care in the Northern Territory, as an increasing proportion of children are in care for longer. Of the 1,049 children in care on 30 June 2017, 647 (62 per cent) will be in care until the age of 18. This is a 7.6 per cent increase from the previous year.

Territory Families believes local people should lead local solutions, and engaged Aboriginal Peak Organisations of the Northern Territory (APONT) to design and deliver an out-of-home care system where more Aboriginal children are cared for by Aboriginal carers, and where connection to culture and identity is strengthened. The Secretariat of National Aboriginal and Islander Childcare has also joined this partnership with a specific focus on Central Australia.

**TABLE 4: OUT-OF-HOME CARE PERFORMANCE MEASURES**

	2012-13	2013-14	2014-15	2015-16	2016-17	Annual change %
Children in OOHC at 30 June <sup>1</sup>	748	918	997	1,020	1,049	2.80%
Children admitted to OOHC care	362	396	335	315	304	-3.50%
Children exiting OOHC	329	242	257	304	281	-7.60%
Foster places of care at 30 June <sup>1</sup>	225	229	229	249	272	9.20%
Kinship places of care at 30 June <sup>1</sup>	147	185	205	205	215	4.90%
Permanent care orders granted <sup>2</sup>	-	-	-	0	1	-
Aboriginal children in care <sup>1</sup>	623	788	871	908	938	3.30%
Aboriginal children placed with Aboriginal carers <sup>1</sup>	51.47%	41.72%	33.79%	35.60%	31.90%	-3.70%

<sup>1</sup> This is a point in time measure as at the last day of the reported period.

<sup>2</sup> New Key Performance Indicator in 2017-18

## Culturally-appropriate care arrangements

In 2016-17, 89 per cent of the children in care were Aboriginal and 31.9 per cent of these were placed with Aboriginal carers. In 2017, Territory Families committed to supporting the Family Matters campaign led by the Secretariat of National Aboriginal and Islander Child Care to improve understanding and application of the Aboriginal child placement principle. This included adopting the following six principles:

1. applying a child-focused approach
2. ensuring that Aboriginal and Torres Strait Islander people and organisations participate in and have control over decisions that affect their children
3. protecting Aboriginal and Torres Strait Islander children's right to live in culture
4. pursuing evidence-based responses
5. supporting, healing and strengthening families
6. challenging systemic racism and inequities.

Territory Families also worked with members of the local community to establish the Mikan Reference Group in East Arnhem. Group members are clan leaders or elders who represent the family groups in the area, and were identified by the communities themselves. The Territory Families Arnhem office works with Mikan to:

- build constructive working relationships between Territory Families and local communities, including outstations and homelands
- ensure Territory Families' practices and processes are culturally safe
- share information and promote child protection awareness in the community

- discuss high-risk cases (with the permission of the family) and jointly develop safety and action plans that aim to divert children away from care wherever safely possible.

## Placement of children in care

Safe and stable placements are critical to producing good outcomes for children in care. Placement stability is supported through placement matching, responsive case management, collaboration with carers and responding to a child's changing needs. In 2016-17, 67.5 per cent (711) of all children in care had three or fewer placements over their time in care. Twenty nine per cent (308) were still in their initial placement and 47 of these had been in care for more than five years. In comparison, six per cent (56) of children in care have had more than 10 placements and 38 of these children have been in care for more than five years.

Of all children in care at 30 June 2017, there were 480 (46 per cent) in foster and kinship care households. This is 13 fewer than at 30 June 2016. Thirty five per cent (364) of all children in care were placed in purchased home-based care. Eleven per cent (115) of children were placed in residential care.

Territory Families continued to record and respond to concerns about the safety of children in care through the formal process introduced in 2014. This process records all concerns about children in care and ensures there are robust records and responses to any allegations that a child in care has been harmed. Throughout the year Territory Families recorded 343 concerns about children in care and substantiated seventy nine of those matters. In these cases remedial steps were taken and the Children's Commissioner informed.



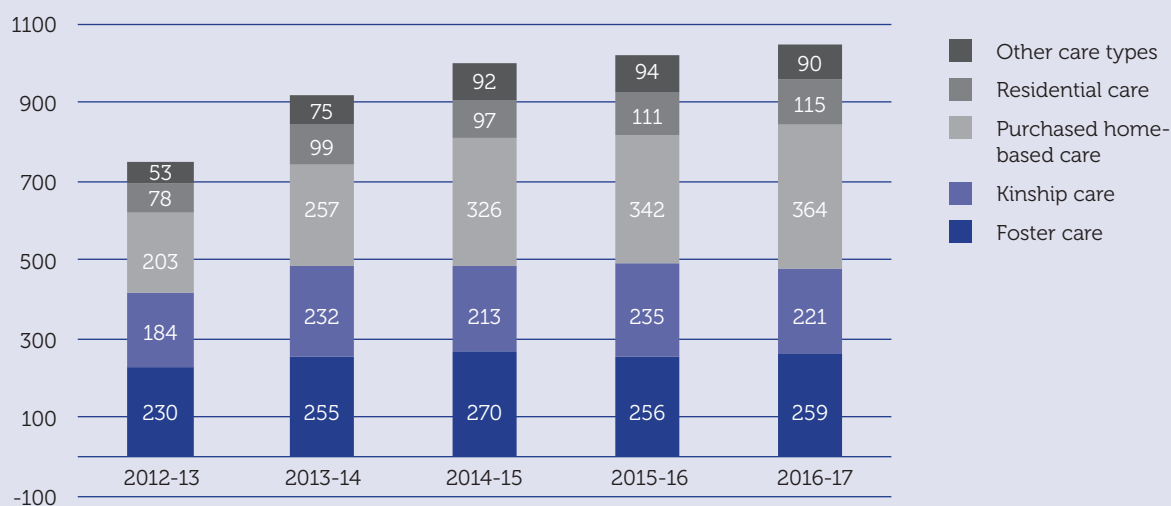
## Camping at Yulara

Southern Region residential care staff and residents packed up their tents in July for a school holiday cultural camping adventure at Yulara.

The four residents and six staff set off for four days of excitement, adventure and activities. The group slept in swags, ate campfire meals and participated in a range of activities including searching for honey ants, walking around Uluru, boomerang throwing, camel riding, dancing with the Putitja dancers, playing on the sand dunes and a scavenger hunt.

The trip concluded with the group participating in a bush tucker and reptile tour, spear throwing and more sand dune adventures, before settling in for some campfire stories under the stars.

**CHART 2: CHILDREN IN CARE BY PLACEMENT CATEGORY**



"Other care types" includes boarding schools, establishments for children with disabilities and youth detention facilities.

## Foster and kinship care

Foster and kinship carers are the foundation of out-of-home care services, and provide stable homes for children in care. At 30 June 2017, there were 272 foster care households and 215 kinship care households.

This is an increase of 23 (9.2 per cent) foster care and 10 (4.9 per cent) kinship care households over the year. This increase in carer households includes 85 new foster and 84 new kinship care households recruited during 2016-17, offset by 66 foster and 71 kinship carer households that left the system during the year.

In 2016-17, Territory Families committed to improving its partnership with carers to ensure they felt supported and valued. Territory Families worked with the Foster Carers Association of the Northern Territory to launch the Charter of Rights for Carers, made our policies publicly available on the Territory Families website and undertook a series of regional workshops that gave carers the opportunity to present their views to the agency's executive and frontline workers.

## Transitioning out-of-home care to the non-government sector

In 2016-17, Territory Families began working with non-government organisations to plan the transition

of out-of-home care services to the non-government sector. The transition has a primary focus on increasing the involvement of Aboriginal community-controlled organisations in the provision of care, and increasing standards and the quality of care outcomes.

Territory Families conducted a review of existing out-of-home care services and contractual arrangements. It consulted with residential and purchased home-based care providers in the Northern Territory, seeking their input on accreditation schemes used elsewhere in Australia that could be suitable for the Northern Territory.

## Adoptions

Adoptions in the Northern Territory are subject to the *Adoption of Children Act 1994*, which is being reviewed.

In 2016-17, Territory Families managed the finalisation of nine adoptions, two more than the previous year. There were two adoptions in 2014-15.

The Northern Territory has adoption arrangements with China, Hong Kong, India, South Korea, Philippines, Lithuania, Thailand, Taiwan and Colombia.

While it can be challenging for prospective adoptive parents to meet overseas country criteria, more overseas adoptions have been finalised in the Northern Territory than local adoptions.



## Launch of the Foster and Kinship Carer Charters of Rights

Territory Families joined with the Foster Carers Association of the NT (FCA NT) to launch their inaugural Foster and Kinship Carers Charter of Rights.

The charter was developed by FCA NT through broad consultation within the carer community to identify the rights that overlay the important work this network of people undertakes.

Minister for Territory Families, Dale Wakefield, hosted a launch for the charter in May at Parliament House. A signing ceremony included the Minister, CEO of FCA NT Ann Owens (above right) and Deputy CEO of Territory Families Jeanette Kerr (above left), demonstrating a combined commitment to the importance of and respect for the charter.



## Foster and Kinship Carers Charter of Rights

### You have the Right to:

- 1. Be informed**
  - ▶ To have clarity around your role as a Carer
  - ▶ Information regarding the child in your care to assist you in your carer role
  - ▶ Be provided with Territory Families Policy and Procedures
- 2. Be consulted**
  - ▶ Value given to your input around the children in your care
  - ▶ Be involved in care planning for the children in your care
  - ▶ Be consulted around decisions that impact on you and your family
- 3. Be respected**
  - ▶ Timely responses to carer communication
  - ▶ Respectful, courteous, and consultative communication
  - ▶ Clarity around meeting agendas and goals prior to attending
- 4. Be supported**
  - ▶ Access to respite and support to enable a sustainable placement
  - ▶ Financial and physical resources to maintain the placement
  - ▶ Access to relevant training, practical advice, resources and tools
  - ▶ Access to independent advocacy to support carers in meetings with Territory Families
- 5. Feel Safe**
  - ▶ To receive information identifying risks to carers and families
  - ▶ Policies and Procedures that support carer's safety and well-being
  - ▶ Prompt and targeted response where carers recognise and raise a risk or concern regarding a child or placement
- 6. Be valued**
  - ▶ The right to say 'No'
  - ▶ To be treated with respect and dignity
  - ▶ To be valued as a member of the Care Team
  - ▶ Respectful interactions with Territory Families with consideration of culture, religion, personal values.
  - ▶ The right to respond
- 7. Be treated fairly**
  - ▶ The right to consistency and fairness in the provision of information and service delivery
  - ▶ To speak without fear of reprisal
  - ▶ To appeal or raise complaints in line with procedural fairness
- 8. Privacy and confidentiality**
  - ▶ Privacy and confidentiality of your personal information
  - ▶ To know that your personal information is treated respectfully and sensitively
  - ▶ Not to be the subject of gossip
  - ▶ The right to be protected from external risks

## It tells us we are valued

As part of its commitment to support foster and kinship carers, Territory Families communications staff interviewed foster carers in Darwin and Alice Springs and produced a video highlighting what the rights contained in the charter meant to them. Here is some of what they had to say.



**John**

"If you're in a position where you're volunteering and those services are respected and valued, it's the sort of thing that will keep the carer in the system for longer.

A charter of rights is an acknowledgement that you're a valued and respected member of the team. //

**Louisa**

"We live with the children, we're there 24/7 with them.

To be supported is very important, so you can keep going.

You're opening up your home, and you're asking a lot of your own family as well. //



**Andrew**

"A charter of rights for foster carers is important because it provides a basis for everybody in the future, both for the carers and the department.

To have somebody value what you do makes it so much better. //

## Mural project brightening the lives of young detainees at Don Dale

A series of murals were installed at Don Dale Detention Centre with some painted by the detainees and most designed and developed with the youths themselves.

More than paint and images the designs reflect imagery relevant to young people as well as culturally relevant themes.

Territory Families has been implementing a range of fix-and-make-safe works at both youth detention centres in the Northern Territory. The extensive works are necessary to ensure the safety and wellbeing of young people in the centres as well as staff and visitors.



## Youth Justice

Territory Families assumed responsibility for youth justice, including youth detention, when the agency was formed in September 2017. At that time, deficiencies in the safety and effectiveness of the youth justice system were known and had been highlighted by a report on the ABC *Four Corners* television program, which led to the establishment of the Royal Commission into the Protection and Detention of Children in the Northern Territory.

During 2016-17, Territory Families made progressive and significant improvements to the services provided to young people in contact with the youth justice system. This included a fix-and-make-safe infrastructure program for the youth detention facilities in Darwin and Alice Springs, new detention programs and training for youth justice officers, and delivering the government's commitment to a new youth diversion program.

A total of \$2.5 million was allocated to 11 non-government organisations to provide youth diversion programs in 60 locations in the Northern Territory. Program activities included reintegration support, after-custody and pre-court youth diversion case management services, and individual

interventions to manage criminogenic risks and needs. These services were funded by Territory Families and used by Northern Territory Police with the non-government providers. These service providers completed 177 pre-court diversionary conferences (47 victim-offender conferences and 130 family group conferences) between 1 July and December 2016.

Territory Families also funded Jesuit Social Services to pilot court-ordered youth justice conferencing in Palmerston and Katherine. In the first six months, 15 court-ordered victim-offender conferences were completed, and one family group conference was undertaken (no victim involved). Six other court-ordered victim conferences are pending. This pilot program will run until September 2018, with at least 65 conferences to be undertaken.

Territory Families' own youth outreach and re-engagement teams were also case managing 61 young people at 30 June 2017. These young people were considered to be at risk of criminal offending; case management is aimed at helping them integrate into pro-social activities and reduce the risk of them offending.

**TABLE 5: YOUTH JUSTICE KEY INDICATORS**

Youth Justice	2013-14	2014-15	2015-16	2016-17
Number of young people with a youth diversion case <sup>1</sup> management plan	-	-		61
Number of young people diverted to a restorative justice conference <sup>1</sup>	-	-		62
Number of young people completing a restorative justice agreement <sup>1</sup>	-	-		17
Daily average number of young people in detention <sup>1</sup>	48	42	49	37
Number of youth receptions into a youth detention facility <sup>2</sup>	468	462	530	519

<sup>1</sup> New Key Performance Indicator in 2017-18

<sup>2</sup> Including young people aged 18 and over



## Working towards a brighter future for our youth

Territory Families Youth Justice Officer, **Rebecca Crack**, delivered a moving speech at her graduation in April. She spoke of the pride and responsibility she felt in stepping into her new role; where she will have the opportunity to make a true difference to vulnerable young Territorians.

// Good afternoon ladies and gentlemen. Thank you all for attending today's graduation.

My name is Bec Crack and I stand before you as a representative for the Alice Springs training Youth Justice Officer Team.

We, the Alice team, travelled to Darwin and for the past five weeks have lived together, trained together and grown together. It is our close bond and tight sense of community that will be invaluable in our roles as Youth Justice Officers.

We have made a commitment to not only Territory Families and youth justice, but also the Northern Territory and Australia, to be the voice and action of change to youth detention. Through our training and past experiences we will provide a new outlook to the youth justice community and maintain respect and support for the current officers within the Alice Springs facility. We hope to prove to the public of Australia that we are committed to the youth of the Territory in providing support and a safe environment for growth and repair; and to also implement correct policy and procedure to ensure we ourselves are working safely and positively. We will act as appropriate role models to our youth, our colleagues and the community.

I myself am hopeful for the future of youth justice and am proud to wear the title of Youth Justice Officer of the Northern Territory. Let us become the change we want to see, push past negativity and build towards a positive future.

Finally on behalf of Alice Springs we would like to thank the Peter McCauley Centre for the venue; the training team, facilitators and instructors; the various foundations providing training and support; the youth justice community; Territory Families and the Darwin crew.

May we work towards a brighter future for our youth and the youth justice image.

Thank you. //



## Youth detention

In April 2017, 25 new Youth Justice Officers (YJOs) started work after completing a new, six-week specialist training program. The training included a focus on rehabilitation, trauma-informed care and reducing re-offending. This course was the first step in training, which will see YJOs graduate with a Certificate IV in Youth Justice.

The Don Dale Youth Detention Centre in Darwin occupies part of the vacant former adult correction centre at Berrimah. In Alice Springs, the youth detention centre occupies a former low security accommodation unit within the adult correction centre precinct.

Concerns with the safety and amenity of both facilities were detailed in an independent review of the centres and further highlighted by the Royal Commission into the Protection and Detention of Children in the Northern Territory. The independent review, known as the Hamburger Report, produced 47 findings and recommendations regarding youth justice and detention. In 2016-17, Territory Families was allocated \$3.788 million to make critical infrastructure changes to make the facilities safer for and increase the

wellbeing of young people, staff and visitors.

Territory Families also commissioned independent consultants to research best-practice bricks and mortar youth detention facilities across the country, to begin the process of designing appropriate new facilities for the Northern Territory.

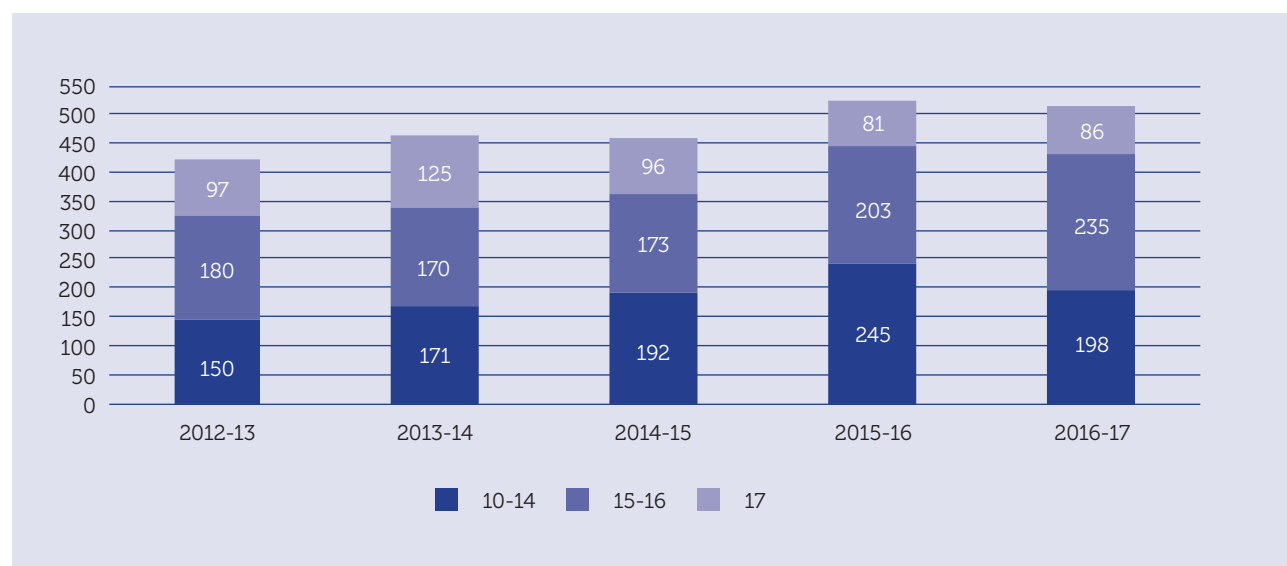
Territory Families is increasing services and programs that will strengthen young people's opportunity for re-integration into the community upon their release from detention.

In 2016-17, there were 519 receptions into youth detention. This was 11, or two per cent, fewer than last year, and was largely the result of fewer children between the ages of 10 and 14 entering detention.

In 2016-17, the daily average number of young people in detention was 37, compared with 49 in 2015-16. This is partly due to fewer youth apprehensions and fewer youth sentenced to detention this financial year.

Three quarters of young people entering detention were on remand awaiting a court hearing or sentence. This continues a five-year trend where an increasing proportion of young people in detention were not sentenced.

**CHART 3: NUMBER OF YOUTH RECEPTIONS INTO YOUTH DETENTION (BY AGE GROUP)**



**TABLE 6: DAILY AVERAGE YOUTH IN DETENTION BY LEGAL STATUS**

	2012-13	2013-14	2014-15	2015-16	2016-17
Unsentenced	27	28	30	34	28
Sentenced	22	19	11	15	9
<b>Total</b>	<b>49</b>	<b>47</b>	<b>41</b>	<b>49</b>	<b>37</b>

## Community Services Certificate making a difference with women's safe houses

On 15 June 2017, Elizabeth Yirrawala marked a huge personal milestone – she gained her Women's Safe House (WSH) Certificate III in Community Services.

The Maningrida woman is passionate about helping others, particularly women who are dealing with violence.

The Women's Safe House Certificate III in Community Services was developed by Territory Families, in partnership with Batchelor Institute in 2012. Originally the training was specifically designed for the Aboriginal women working in 12 Northern Territory Government run remote safe houses across the Northern Territory.

Currently the Certificate III is available for other students and this provides a great opportunity for the WSH Workers to meet up with staff from other women's shelters across the Northern Territory.



## Alternatives to detention

Territory Families worked to keep young people out of detention by continuing to use wilderness camps as an alternative to detention. The camps were initially established in 2015 for young people at risk of offending. The programs aim to reduce offending, substance use and at-risk behaviour, increase educational and vocational engagement, improve cultural connectedness and identity, and enhance health and wellbeing.

In 2016/17, \$340,000 was provided to Operation Flinders to deliver Early Intervention Youth Boot Camps through the Love's Creek Station facility near Alice Springs. An additional \$133,000 was provided to four NGOs to support camp programming and the youth attending the camps, with case management during and after camps.

BushMob Aboriginal Corporation later took over the Loves Creek Station facility to deliver youth programs and Sentenced Youth Boot Camps at the Loves Creek Facility. For the 2016/17 year, BushMob Aboriginal Corporation were funded \$1.26 million to deliver this program and manage the facility.

During 2016-17, the rate of participants absconding was high, reflecting the challenges of placing young people in remote locations with limited contact with family and peers. This experience helped to inform the agency's modelling of new program initiatives with a view to embedding a systems approach to youth justice, with a stronger focus on coordinated therapeutic responses,

specialist services, case management, and engagement with education and employment. The camps were funded from July to December 2016.

In 2016-17, Territory Families explored how other jurisdictions design and operate alternatives to detention.

This included work to introduce supported bail accommodation, improved wilderness programs, and youth community support roles. Based on this research and work, Territory Families is implementing alternatives to detention that focus on working with young people to prevent offending through improved health and wellbeing and positive engagement.

As part of a review of youth justice systems, we identified a need to provide alternatives to detention for young people who may be granted bail.

This was driven by the recognition that the majority of young people in detention centres had not been sentenced to detention, but were instead remanded in custody to await their next court appearance.

Supported bail accommodation is an effective alternative, and provides young people with suitable accommodation and support to enable them to access bail and meet bail conditions, instead of being remanded in custody. In 2016-17, Territory Families prepared facilities and undertook planning for supported bail accommodation services in Darwin and Alice Springs to start before the end of 2017.

## Domestic violence

The Northern Territory has the highest rates of domestic and family violence in Australia. The rate of assaults related to family and domestic violence are more than four times higher in the Northern Territory than in any other Australian state or territory.

Throughout 2016-17 the Northern Territory Government expanded its holistic approach to domestic and family violence reduction with the continuation of the Safety is Everyone's Right strategy. Under this strategy, the agency continued funding for the Family Safety Framework, which is an action-based, integrated service response to victims and their children experiencing domestic and family violence and who are at high risk of homicide or further serious assault. This program operated in Darwin, Nhulunbuy, Katherine, Tennant Creek, Alice Springs and Yuendumu.

During 2016-17, there were 1,347 referrals for domestic violence issues to service providers through the SupportLink gateway, with the overwhelming majority made by Northern Territory Police.

The Northern Territory Government allocated \$9.22 million, and the Australian Government \$5.13 million, towards crisis accommodation for women and children escaping family violence.

There are 28 women's safe houses and women's shelters across the Northern Territory. To 31 December 2016, 3,514 women and children sought crisis accommodation.

In late 2016, Territory Families partnered with Yuendumu Women's Centre Aboriginal Corporation to re-establish the Yuendumu women's safe house. Territory Families also supported the development and design of a women's safe house at Galiwinku.

In 2017-18, work will continue on the development of a new strategy to address high rates of family and domestic violence in the Northern Territory.

**TABLE 7: CRISIS AND FAMILY VIOLENCE SERVICES**

Crisis and family violence services	2012-13	2013-14	2014-15	2015-16	2016-17
Number of women and children provided with crisis accommodation services	4,720	4,627	4,145	4,762	3,514 <sup>1</sup>
Number of NGO services funded to reduce domestic, family and sexual violence			-	New	37
Number of bed nights in women's safe houses			-	New	97,500

<sup>1</sup> Year-to-date figures for crisis accommodation services apply to services delivered from 1 July to 31 December 2016. Data for 2016-17 only includes women accessing safe houses.





# 3

## PARTNER TO EMPOWER CHANGE

Partnerships are key to achieving the agency's vision and mission, which clearly articulate a need to collectively share responsibilities across society and communities to affect genuine, lasting and positive change.

This will be achieved through collaboration with other government agencies, non-government organisations and the wider community to design and develop informed best practice service and programs. In order to achieve our strategy Territory Families recognises the need to:

- expand collaborative partnerships and build better relationships to provide coordinated services
- respect, support and provide assistance to our partners, including volunteer carers
- co-design and implement quality approaches to deliver locally informed and effective programs and services
- build and nurture stronger relationships with communities and families to ensure all children are raised in a nurturing and caring environment
- invest in and support our partners to build capacity and strengthen service delivery
- be transparent and accountable, sharing information to build robust support around families
- expand our knowledge and appreciation of Aboriginal culture, particularly principles connected with community and family
- empower communities to break the cycle of domestic, family and sexual violence.

## Engaging with our stakeholders and communities

In 2016-17, Territory Families pursued a strategy of engaging with non-government, peak social service and Aboriginal-controlled organisations and peak bodies through formal secondment of staff.

The approach to partnership was based on the principle that we must put children and their families at the centre of agency decision-making if we are to achieve significant long-term change, and that we need to seek the expert experience of the people working on the ground.

Territory Families recognises an over-representation of Aboriginal young people in the youth justice and child protection systems. To address this, Territory Families must change its services and general approach to helping families and communities to intervene and support earlier.

We involved external stakeholders in a wide range of our functional areas including:

- child protection and youth justice reform
- strategic planning
- out-of-home care
- foster care
- domestic and family violence
- gender equity and diversity.

## Child protection and youth justice reform

In November 2016, the Northern Territory Government approved the Child Protection and Youth Justice Reform Direction. It tasked Territory Families with leading the reform's implementation and requested that Territory Families consult with the community. The Reform Direction sets out the government's vision for how the child protection and youth justice systems will interact and operate. The Royal Commission into the Protection and Detention of Children in the Northern Territory will inform this reform in the long-term. The reform envisages that the child protection and youth justice systems will:

- be part of a broader community service system where integrated and coordinated services strengthen children and families, and address social disadvantage
- respond early to children, young people and their families to address the causes of abuse, neglect and antisocial and offending behaviours

- rehabilitate and restore families and individuals through strong social and cultural connections.

In June 2017, Minister for Territory Families, Dale Wakefield, hosted a forum to discuss how the government, NGOs and Territory Families could work together to reform the child protection and youth justice systems and align them with contemporary best practice.

Our consultations gathered the voices of key clients – including children and victims – and brought sector stakeholders together. During the year, we engaged with a number of organisations and service providers to seek views and advice, including;

- National Association for the Prevention of Child Abuse and Neglect (NAPCAN)
- CREATE Foundation
- NT Chief Minister's Youth Round Table
- Victims of Crime NT
- Making Justice Work Coalition
- Danila Dilba Health Services
- Aboriginal Peak Organisations Northern Territory
- Aboriginal Medical Services Alliance Northern Territory
- Office of the Children's Commissioner
- Foster Carers Association of the Northern Territory
- NT Council of Social Services.

## Carers

Territory Families worked on strengthening its relationships with and support for foster and kinship carers during the year. As part of the launch of the Foster and Kinship Carers Charter of Rights, Territory Families staff worked with the Foster Carers association of the NT to deliver a roadshow across the major centres in the Territory to involve Territory Families child protection staff in reflective sessions with carers to consider how the charter should be incorporated into their professional practice. Carers also shared their views and experiences on what the rights meant to them.

## Domestic violence

Territory Families contributed to national and Territory conversations on domestic and family violence to ensure that local and national initiatives meet local needs and circumstances.

In October 2016, the agency supported Minister Dale Wakefield, as Women's Safety Minister, at the Council of Australian Governments National Summit on Reducing Violence Against Women and their Children.

The summit profiled best practice and reviewed jurisdictional progress with a theme of Connect, Act and Change. The Northern Territory delegation co-facilitated a discussion on responding to the challenges Indigenous people face in addressing domestic and family violence.

During the year, Territory Families:

- worked with other organisations and the Galiwinku Women's Space to progress their study tour and their research and development into service models and governance
- developed a service model in partnership with Galiwinku Women's Space, and further supported the shelter by employing a sexual assault specialist
- provided support for the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council's project to research the prevalence and nature of sexual violence and co-occurrence with domestic and family violence in the cross border region of the Northern Territory and South Australia. The research findings are likely to provide key data to inform policy and specialist responses
- coordinated and supported an external review of the Nhulunbuy women's shelter, Crisis Accommodation Gove.

## Working collaboratively

Territory Families seconded a staff member to the National Association for the Prevention of Child Abuse and Neglect (NAPCAN), with a second secondment to the Aboriginal Peak of the Northern Territory (APONT) to take place in late 2017. The secondments demonstrated our willingness to build connections and provide open dialogue with our partners, and will foster a new perspective on how Territory Families and non-government organisations share common goals and can work together more effectively.

## Cross-government partnerships

### Children and Families Standing Committee

The Chief Executive Officer of Territory Families, Ken Davies, was appointed Chair of the Children and Families Standing Committee. This committee is made up of the chief executives of relevant agencies tasked with working together in areas of social policy to promote closer collaboration. Members are CEOs 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 Department of Chief Minister. The Children and Families Standing Committee provides advice to Cabinet, the Children's Subcommittee of Cabinet and the Chief Executive Coordination Committee. This advice relates to policies and projects aimed at improving services for Territory children and families. The committee met 12 times during the year. Its key priorities included overseeing the development of the Early Childhood Development Strategic Plan and the reform of child protection and youth justice systems.

### Children and Families Secretaries

Throughout 2016-17, Territory Families also worked closely with the national Children and Families Secretaries (CAFS) group on matters of mutual importance relating to child safety, wellbeing and protection issues. The group identifies priority projects requiring national collaboration and enables different jurisdictions to work together on innovative policy approaches to issues arising from the National Framework for Protecting Australia's Children. It met in November and April.

The group also supports Minister Dale Wakefield on the national Community Services Ministers' forum, which oversees key CAFS projects and activities. The forum met once, in November. The forum agreed to progress work on a national statement of principles for child safe organisations, improving the out-of-home care system, permanency outcomes, early intervention approaches for Aboriginal and Torres Strait Islander children, addressing barriers to sharing child protection information across jurisdictions and other related national reforms.





# 4 ENCOURAGE AND CELEBRATE INCLUSIVE, DIVERSE AND CONNECTED COMMUNITIES

One of Territory Families' key roles is to improve and enhance the lives of Northern Territorians, through the active support and engagement of community members in events, activities and campaigns that promote inclusion and positive wellbeing.

Territory Families aims to:

- promote, support and celebrate community harmony and diversity
- support increased social inclusion and participation for groups at risk of social isolation and exclusion
- foster and develop programs, strategies and services to further engage Territorians in the community
- promote gender equity and diversity to value the contributions of all Territorians
- improve programs and initiatives that attract and keep people in the Northern Territory.

## Multicultural Affairs

The Northern Territory is a multi-ethnic, multi-religious and multicultural society. The Office of Multicultural Affairs recognises, celebrates and supports the cultural and linguistic diversity of the Northern Territory through the provision of information and the sponsoring of events and awards.

In 2016-17 Territory Families supported 109 multicultural community events across the Northern Territory through the provision of \$1.3 million in grant payments. Territory Families also:

- supported the 2017 Darwin Waterfront Harmony Soirée and the Big Day Out in Harmony in Alice Springs
- engaged with the Melaleuca Refugee Centre and government agencies on the settlement of refugees in the Northern Territory
- facilitated the relocation of Multicultural Community Services of Central Australia to the Alice Springs Youth Community Centre
- provided assessments and advice to the public on overseas qualifications
- provided operational funding to Multicultural Community Services of Central Australia and the Multicultural Council of the Northern Territory to deliver services to the multicultural community
- partnered with Charles Darwin University to provide vocational or higher education scholarships for students who have re-settled in Australia as a humanitarian or refugee entrant – four in the 2016 school year and three for 2017.

A range of grant programs helped migrant and multicultural communities to celebrate, promote and develop the cultural and linguistic diversity of the Northern Territory. This included multicultural grants, quick response grants, harmony grants and multicultural community facilities grants.

Territory Families coordinated the Minister's Advisory Council on Multicultural Affairs, which provides high level, strategic advice to the Minister. The council was reappointed in early 2017 with six representatives from non-government organisations that provide services to the migrant and multicultural communities, and nine individual members from multicultural communities. The council met once in May after being reappointed.

## Youth Affairs

The Office of Youth Affairs provides a whole-of-government approach to policy priorities for young people aged 12 to 25 years in the Northern Territory. The office supports initiatives that improve young Territorians' personal wellbeing, promotes their positive achievements and assists them to reach their goals. In addition, the office supports events and activities that provide positive recreational and developmental opportunities for young Territorians and develops effective communication links between young people, government and the wider community.

The Office of Youth Affairs administered \$269,000 in grants and sponsorship through the Youth Engagement Grant Program for activities that empower, educate and entertain young people across the Territory. In 2016-17, this included supporting 5,800 young Territorians to attend more than 75 events and activities across the Territory. The Office of Youth Affairs also provided grants to 123 individuals or organisations including:

- Youth Vibe holiday grants of up to \$2,000 to fund activities during school holidays
- quick response grants of up to \$500 for individuals and \$2,000 for organisations to support youth participation, engagement and development.
- National Youth Week grants of up to \$3,000 for activities during National Youth Week in April 2017.

Territory Families also supported the Young Achiever Awards (\$12,820) and Breakout NT (\$2,500), as well as the Northern Territory Youth Roundtable.

The Northern Territory Youth Round Table is a direct communication channel between young Territorians and the Northern Territory Government, and is co-ordinated by Territory Families. Its 16 members, aged 15 to 25, represent the geographic, cultural and ethnic diversity in the Northern Territory. The membership was renewed in November 2016 for one year. It met four times during the year to deliver projects in diversionary hospitality training for disconnected youth, housing for homelessness, financial literacy education and support for mental health in schools.

**TABLE 7: KEY ACHIEVEMENTS FOR COMMUNITY ENGAGEMENT**

Key achievements	2016-17
Number of supported community events for young Territorians	146
Number of multicultural community events supported	109
Number of initiatives to enhance gender equity and diversity supported	29
Number of community events for senior Territorians supported	52



## Senior Territorians

The Office of Senior Territorians funds and supports activities that encourage the inclusion, respect, health and wellbeing of seniors in our communities. In 2016-17, this included providing \$62,000 in grants to support 52 events and activities across the Territory for Seniors Month 2016. The funding enabled community groups, associations and individuals to conduct dance workshops, cultural days, exercise classes, grandparent activities and art workshops that celebrated the role of seniors in the Northern Territory.

The Office of Senior Territorians also printed and distributed an events calendar with more than 100 events and provided these to more than 17,000 Seniors Card holders, and provided \$155,000 operational and program funding to the Council on the Ageing Northern Territory to provide services to the Northern Territory senior community.

The Darwin Community Legal Service was provided \$300,000 for an elder abuse program to develop resources for education, advocacy, community awareness activities and legal assistance to urban, regional and remote Northern Territory.

Territory Families also coordinates the Minister's Advisory Council for Senior Territorians, which advises on matters of importance to seniors. It met once during the year. Its major areas of concern were elder abuse, the review of the NT Pensioner and Carer Concession Scheme, community safety, housing for the elderly and aged care.

### Harmony Soirées celebrate the cultural diversity of the Northern Territory

The multi-cultural nature of the Northern Territory was recognised and celebrated in May with Alice Springs' Big Day out in Harmony and the Waterfront Harmony Soiree in Darwin.

The events celebrated the Northern Territory's cultural richness, diversity and were a display of harmony as a multicultural society.

The Alice Springs event showcased food, films, music, dance and martial arts demonstrations from more than a dozen cultural and ethnic groups.

People in Darwin learned how to play musical instruments like the Greek bouzouki and lyra, played a game of Gaelic football and tried their hand at Arabic calligraphy.

Territory Families provided \$1.8 million for the staging of 109 multi-cultural events during the year.



## NT Pensioner and Carer Concession Scheme

The Northern Territory Pensioner and Carer Concession Scheme provides support for a variety of cost-of-living expenses, including electricity, water, property rates and driver's licences. More than 19,000 scheme members claimed a concession from the scheme during the year.

In response to commitments by the Northern Territory Government to review and reform the scheme, Territory Families initiated a review of the scheme to ensure it continued to achieve its intended purpose. The conduct of the review included establishing an expert reference group, and undertaking significant public consultations on the future design of the scheme. The review of the scheme will be completed in late 2017.

**TABLE 8: KEY DELIVERABLES FOR PENSIONERS AND CARERS CONCESSION**

Key deliverables	2012-13	2013-14	2014-15	2015-16	2016-17
Pensioners and carers who accessed a concession	20,736	21,222	20,515	19,546	19,345





## National Youth Week

National Youth Week is an opportunity for young people aged 12 to 25 to come together, attend awesome events, speak up on issues of importance and have fun!

Territory Families provided funding of \$96,000 for numerous events and activities, including five National Youth Week Ambassadors who helped to plan, coordinate and promote National Youth Week across the Territory.

Young people participated in everything from games of quidditch at a Harry Potter Movie and Fair afternoon, to couch surfing at Parliament House in Darwin and the annual Gove's Got Talent event in Nhulunbuy which gives the winner a gig at the Garma Festival.

During the year, Territory Families provided a total of \$269,000 in grants and sponsorship for activities that empower, educate and entertain young people across the Territory.

## Gender equity and diversity

In 2016-17, Territory Families formed the Office of Gender Equity and Diversity by bringing together the former Office of Women's Policy and Office of Men's Policy. The Office of Gender Equity exists to promote equal rights for all Territorians, regardless of gender identity or sexual orientation. It encourages equal opportunity for every individual to pursue their full potential, to have influence and participate in society free from prejudice and violence.

The Office of Gender Equity and Diversity funds and contributes to activities that advance the social, political, economic or civil status of all Territorians regardless of their gender or sexual diversity.

In 2016-17, Territory Families provided a total of \$137,000 for gender equity and diversity grants and scholarships.

- Twelve grants were awarded for projects that improved economic security, safety, health and wellbeing or participation in leadership and decision making processes. This included family violence workshops, wellness fairs and wellbeing activities, information sessions, and theatre performances.
- Thirteen grants were provided for activities that enable Territory women to take part in and commemorate International Women's Day. This included supporting activities such as marches, dinners, film nights and wellbeing forums.
- A grant of \$65,000 was made to the Northern Territory Working Women's Centre to enable the service to continue while it finalised funding arrangements with the Australian Government.

Sponsorships included:

- the \$5,000 Gender Diversity Champion Award at the Women in Resources Northern Territory Awards for an individual who has shown excellence in the encouragement, promotion and advocacy for the attraction, retention and promotion of women within their company and/or the Northern Territory resources sector

- a \$5,000 sponsorship to the Women of the World Festival in Katherine in September 2016
- a \$10,000 sponsorship for the national peak advocacy body for women and children who are experiencing or have experienced domestic or family violence. The funding supported the International Conference on Practice and Policy in the Prevention of Violence Against Women and their Children in Adelaide in September 2016, which was attended by Territory Families staff.

Territory Families supported the Northern Territory Institute of Sport's Coach/Parent Education Program, which aims to develop young athletes through coach mentoring sessions. This support was provided in partnership with the Department of Tourism and Culture and a variety of sporting clubs and organisations.

Territory Families also partnered with Charles Darwin University to provide the annual Minister for Women's Scholarships. Jane Alia, who is undertaking a Bachelor of Nursing, was awarded the Higher Education Scholarship for Women, and Carmen Ansaldo and Keely Lobenwein were each awarded a Vocational Education and Training (VET) Scholarship for Women.

To support men's wellbeing, Territory Families worked with King Brown Boxing Club to expand a program to incorporate boxing with men's health and wellbeing. The program was based at a shed in Knuckey's Lagoon, donated by AFL legend Michael Long. Attracting ages 10 to 45, the men and boys gathered to get fit and talk about men's health, and learn broader life skills.

Building on the foundations established in 2016-17, the Office of Gender Equity and Diversity will commence consultations to develop a new Gender Equity Framework for the Northern Territory in 2017-18. This will include strategies to benefit women and men and those who have diverse gender identification. A revised engagement mechanism is being finalised to ensure the broader community has the opportunity to provide input into the new framework.







# 5

## ENSURE THE STRUCTURES, SYSTEMS AND LEGISLATION SUPPORTS OUR VISION

In forming Territory Families the government committed to a more transparent system built on trust.

Territory Families has committed to:

- evidence-based policy, service and program design that is directly linked to improving outcomes for families in the Northern Territory
- developing smarter technology solutions and better integrated systems that improve efficiency, streamline practices and promote paperless methods
- ensuring agency systems, policy and processes enable effective transparent partnerships
- examining the legislation and regulations governing our work
- implementing measures to foster consistency, continuous improvement and quality standards across services, programs and policies
- improving the seeking, collection and analysis of client feedback in shaping and improving service delivery outcomes
- a performance culture and improving accountability and continuous improvement through the public reporting of achievements and progress against our strategic plan.



## Legislation

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)
- *Care and Protection of Children (Placement Arrangement) Regulations*
- *Care and Protection of Children (Screening) Regulations*
- *Care and Protection of Children (Mediation Conferences) Regulations*
- *Adoption of Children Act*
- *Adoption of Children Regulations*
- *Youth Justice Act* (except Parts 3 and 4)
- *Guardianship of Infants Act*.

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

- *Public Sector Employee and Management Act*
- *Financial Management Act*
- *Contracts Act*
- *Procurement Act*
- *Information Act*
- all other relevant Northern Territory legislation.

In forming Territory Families, it was important to ensure that the new workforce was operating in accordance with this legislative framework. In 2016-17, this included the introduction of clear Territory Families delegations for:

- decisions and actions under the *Care and Protection of Children Act*
- financial decision-making and actions in accordance with the *Financial Management Act*, *Contracts Act* and *Procurement Act*
- human resource decision-making and action delegations in accordance with the *Public Sector Employee and Management Act*.

In 2016-17, Territory Families coordinated one change to its legislation, through the *Youth Justice Legislation Amendment Bill*. This amendment banned the use of mechanical restraint chairs on youth. The Bill was introduced and passed in Parliament in November 2016.

Territory Families also prepared for the broad reform of legislation that will be pursued following the Royal Commission. This preparation included establishing a Legislative Amendment Advisory Committee, comprised of key government departments and legal stakeholders,

to identify amendments that would improve the operation of youth justice, initially focusing on youth diversion processes. Through its work in 2016-17, Territory Families has identified and commenced planning legislative reforms including:

- amendments to the *Youth Justice Act* to complete the transfer of powers and functions to Territory Families
- modernisation of the *Adoption of Children Act*
- rewrite of the *Care and Protection of Children Act* to incorporate contemporary practice, national commitments, and the outcomes of 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
- rewrite of the *Youth Justice Act* to incorporate improved youth diversion processes and the Royal Commission outcomes.

## Strategy and frameworks

In 2016-17, Territory Families commenced development of three major government strategies, in consultation with key stakeholder groups. These are:

- the Child Protection and Youth Justice Reform Strategy
- the Domestic, Family and Sexual Violence Reduction Strategy
- the Northern Territory Child Wellbeing and Safety Strategy

## Investment in infrastructure

In 2016-17, Territory Families invested significantly in the upgrade of its infrastructure, in particular major fix-and-make-safe works at the Don Dale and Alice Springs youth detention centres, and the development of more robust approaches to infrastructure management.

To improve facilities for clients:

- \$2.9 million was invested to improve the Yirra House facility and prepare for its potential use as a supported bail accommodation centre. Maintenance works included replacing a roof to accommodate the installation of new air-conditioning ducting and a new vapour barrier. Internal fittings throughout were also replaced and upgraded
- \$2.9 million was spent on the fix-and-make-safe works at the detention centres to remove hanging points, install air conditioning, toilets and running water in rooms, and improve worker and client safety and amenity
- \$90,000 was spent on upgrades to residential care houses



- new customer service areas were installed at Territory Families offices at Casuarina and Tennant Creek to provide services for members of the Pensioner and Carer Concession Scheme, Seniors Card holders, and the community.

To improve Territory Families workplaces, \$1.29 million was spent on general repairs and maintenance across the Territory. The Tennant Creek Office was relocated to a publicly accessible office space at a cost of \$66,000; \$555,000 was spent upgrading the Alice Springs Regional Office to provide staff with a contemporary and professional workplace.

During the year, Territory Families began planning for the replacement of the Don Dale and Alice Springs youth detention centres. While the design and operation of the youth detention facilities will be informed by the Royal Commission into the Protection and Detention of Children in the Northern Territory, Territory Families has:

- collaborated with the Department of Infrastructure, Planning and Logistics (DIPL) to engage a technical consultant to survey youth detention centres in Australia and New Zealand to benchmark best practice infrastructure design
- conducted site visits of facilities in other jurisdictions
- commenced a project to identify potential sites for construction of the new facilities.

In 2016-17, Territory Families worked with the Alice Springs Women's Shelter to plan for the construction of a new facility. This has included engaging with Alice Springs Women's Shelter and other relevant Northern Territory government agencies to establish the required project governance and commence preparations for stage one of the project which is being supported by \$6 million in Northern Territory Government funding.

Territory Families is also working with the Galiwinku community to establish a women's safe house. In 2016-17 this has included engaging with community leaders and service providers to understand their expectations and plan for the development and progressing a building plan and acquisition of land.

In addition to a focus on improving physical infrastructure, Territory Families improved its information communication and technology (ICT) infrastructure in 2016-17. This included:

- upgrading and improving the CCTV and data storage for Don Dale Youth Detention Centre and Alice Springs Youth Detention Centre. This included the replacement of 125 CCTV cameras
- installing new ICT facilities to support Territory Families' identification, collation and provision of documents in response to the 2016 Royal Commission into the Protection and Detention of Children in the Northern Territory
- releasing a three-year contract for the replacement of hand-held security radios for Youth Justice Officers, education and health staff at Don Dale and Alice Springs Youth Detention Centres
- updating the ICT and CCTV infrastructure at Yirra House in preparation for its possible use as supported bail accommodation
- introducing case management system capability to the youth outreach and re-engagement teams
- establishing a new case type within the agency's case management system to allow for a distinction to be made between child protection investigation and family support cases. This provides more accurate recording of the action being taken to support families.



## Air-conditioning innovation saves critical funds

As part of the fix and make safe works undertaken at the Don Dale Youth Detention Centre in early 2017 all detainee rooms were re-fitted to include air-conditioning. A necessary amenity for the Northern Territory, the air-conditioning installation was set to incur a significant capital works cost.

Thanks to the smart thinking of Territory Families infrastructure team manager Peter Lilliebridge however, an innovative approach to the installation was identified which reduced the overall cost by more than a \$1 million.

The Senior Director, Youth Justice has reported that the detainees are very happy to now have air-conditioning.

## Improved corporate governance

The governance of Territory Families in 2016-17 recognised the significant effort and corporate risks associated with establishing a new agency while delivering critical core services and responding to the priorities of a new government and the requests of two Royal Commissions.

During 2016-17, the Executive Leadership Group met monthly to review performance and set the strategic agenda. This was supported by weekly meetings of the Senior Executive Group. Other governance committees with specific focus on risk, human resources, budget and information management were established in 2016-17 to support this governance model. In June 2017, Territory Families began to review this governance framework for the 2017-18 year.



# Territory Families Governance Structure

<b>Senior Executive Group</b> Purpose: responsible for overseeing 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. <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• General Manager Families and Regional Services</li><li>• Executive Directors</li><li>• Chief Financial Officer</li><li>• Senior Directors - People and Capability; Programs and Engagement</li><li>• Director Corporate Communications (Observer)</li></ul> <b>Secretariat: Office of the CEO</b>	<b>Executive Leadership Group</b> Purpose: assist the Chief Executive Officer with strategic management, operation and policy direction of the agency. <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• General Manager Families and Regional Services</li><li>• Executive Directors</li><li>• Chief Financial Officer</li><li>• Senior Director Programs and Engagement</li><li>• Senior Director People and Capability</li><li>• Director Corporate Communications (Observer)</li></ul> <b>Secretariat: Office of the CEO</b>	<b>Monthly</b> <b>Change Management Committee</b> Purpose: support the CEO to develop a new structure that is designed to build a robust and connected whole of government family service that embeds all of the functions that make up Territory Families. <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• Executive Directors - Corporate Services; Southern Region; Youth Justice</li><li>• Senior Director People and Capability</li><li>• Director Community Engagement</li><li>• Manager Family Responsibility Centre Alice Springs</li><li>• Senior Policy Officer Women's Policy</li></ul> <b>Secretariat: People and Capability</b>
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<b>Audit and Risk Committee</b> Purpose: providing assurance that there are sufficient internal controls to appropriately manage the agency's risk, control and compliance framework and advising whether the current level of exposure to risk is acceptable. <ul style="list-style-type: none"><li>• Peter Plummer (Chair) External Member</li><li>• Antoni Murphy External Member</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• Deputy Chief Executive Officer Operations</li><li>• Executive Director Strategy, Policy and Performance</li><li>• Chief Financial Officer (Observer)</li><li>• Director Audit and Risk (Observer)</li><li>• Julie Crisp, Auditor-General (Observer)</li><li>• Principal Auditor, Northern Territory Auditor-General's Office (Observer)</li></ul> <b>Secretariat: Audit and Risk</b>	<b>Quarterly</b> <b>Budget Committee</b> Purpose: ensure effective allocation and management of resources, to achieve service delivery outcomes, within a balanced budget. <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• Executive Director Corporate Services</li><li>• Chief Financial Officer</li></ul> <b>Secretariat: Finance Division</b>	<b>Monthly</b> <b>Strategic HR Committee</b> Purpose: monitor and oversee the strategic human resource planning and management for Territory Families. <ul style="list-style-type: none"><li>• Deputy Chief Executive Officer Organisational Services (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Executive Director Corporate Services</li><li>• Executive Director Youth Justice</li><li>• Senior Director People and Capability</li></ul> <b>Secretariat: People and Capability</b>
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<b>Procurement Assurance Group</b> Purpose: effectively ensure outcomes are being delivered in accordance with Territory Families procurement practices in relation to procurement (tenders) and grant activities. <ul style="list-style-type: none"><li>• Executive Director Corporate Services (Chair)</li><li>• Director Procurement</li><li>• Director Representative from divisions</li><li>• Chief Financial Officer (Observer)</li></ul> <b>Secretariat: Procurement Branch</b>	<b>Monthly</b> <b>Emergency Management Committee</b> Purpose: fulfilling obligations as the Welfare Group in the Territory, Regional and Local Emergency Plans under the <i>Emergency Management Act NT (2013)</i> . <ul style="list-style-type: none"><li>• Deputy Chief Executive Officer Operations (Chair)</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• Executive Director Corporate Services</li><li>• Executive Directors - Northern; Southern; Out-of-Home Care; Remote Family Support</li><li>• Superintendent - youth detention centres</li><li>• Senior Director People and Capability</li><li>• Senior Director Katherine</li><li>• Directors - Corporate Communications; Knowledge Management</li></ul> <b>Secretariat: Corporate Services</b>	<b>Biannually (and as required)</b> <b>Strategic Information Management Committee</b> Purpose: provide strategic direction regarding information management, knowledge management and information & communications technology for Territory Families. <ul style="list-style-type: none"><li>• Executive Director Strategy, Policy and Performance</li><li>• Deputy CEO Organisational Services</li><li>• General Manager Families and Regional Services</li><li>• Executive Directors - Corporate Services, Youth Justice and Governance</li><li>• Director Knowledge Management</li><li>• External Member - Deputy CEO Department of Corporate and Information Services</li></ul> <b>Secretariat: Strategy, Policy and Performance</b>
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Explanatory note: The membership of committees, and role titles, changed a number of times during the year to reflect the changing structure of the agency

Executive Leadership Group	
<b>Purpose</b> The Executive Leadership Group assists the Chief Executive Officer with strategic management, operation and policy direction of the agency.	<b>Membership</b> <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• General Manager Families and Regional Services</li><li>• Executive Directors</li><li>• Chief Financial Officer</li><li>• Senior Director People and Capability</li><li>• Senior Director Programs and Engagement</li><li>• Director Corporate Communications (Observer)</li></ul>
<b>Meetings</b> The group held 10 meetings from September 2016 to June 2017.	
<b>2016-17 Achievements</b> The Executive Leadership Group assisted the Chief Executive Officer to establish Territory Families. This included: <ul style="list-style-type: none"><li>• strategic decision making in relation to: new government policy initiatives, Royal Commission matters, Territory Families organisational structure, core-service regionalisation, and change management,</li><li>• the design of: Territory Families’ organisational structure, Strategic Plan 2017-2020, Territory Families office fit-outs and relocations, out-of-home care, youth justice, emergency management plans, and the pension and carer concession review.</li><li>• oversight and direction relating to: agency priority projects, monthly performance data, budget, human resource and infrastructure management, corporate communications activities, and cross-government activity.</li></ul>	
Senior Executive Group	
<b>Purpose</b> The Senior Executive Group provides a forum for the senior executives to monitor key deliverables and exchange knowledge and information about the agency’s operations.	<b>Membership</b> <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• General Manager Families and Regional Services</li><li>• Executive Director Corporate Services</li><li>• Executive Director Strategy, Policy and Performance</li><li>• Executive Director Youth Justice</li><li>• Chief Financial Officer</li><li>• Senior Director Programs and Engagement</li><li>• Senior Director People and Capability</li><li>• Director Corporate Communications (Observer)</li></ul>
<b>Meetings</b> The group nominally met on a weekly basis for the majority of weeks from September 2016 to June 2017. A small number of exceptions occurred when a meeting was deferred or cancelled due to other major events and priorities.	
<b>2016-17 Achievements</b> The Senior Executive Group considered matters relating to: <ul style="list-style-type: none"><li>• machinery of government changes</li><li>• progress of the agency restructure</li><li>• agency priority projects</li><li>• youth justice reform</li><li>• out-of-home care improvement</li><li>• staffing relocations</li><li>• human resource activity</li><li>• financial matters</li><li>• corporate communications.</li></ul>	

### Change Management Committee

#### Purpose

The Change Management Committee supported the Chief Executive Officer to develop a new structure designed to build a robust and connected whole-of-government family service that embeds all of the functions that make up Territory Families.

#### Meetings

The committee met for a time-limited period. Nine meetings were held between November 2016 and May 2017.

#### 2016-17 Achievements

- Establishment of a change management portal and toolkit on the Territory Families intranet as a platform to update staff on important organisational redesign progress.
- Established the Employee Consultative Committee to manage the consultation process for the new Territory Families structure.
- Oversaw and coordinated transitional activities involving the establishment of Territory Families, including office accommodation planning arrangements and associated infrastructure requirements.
- Delivered consistent and regular key communications to all agency employees on the progress of establishing the new Territory Families, including implementation of the new structure.
- Oversaw key aspects of planning for youth justice reform activities.

#### Membership

- Chief Executive Officer (Chair)
- Deputy Chief Executive Officer Operations
- Deputy Chief Executive Officer Organisational Services
- Executive Directors - Corporate Services; Southern Region; Youth Justice
- Senior Director People and Capability
- Senior Director Programs and Engagement
- Director Community Engagement
- Manager Family Responsibility Centre Alice Springs
- Senior Policy Officer Women's Policy

### Employee Consultative Committee

#### Purpose

The Employee Consultative Committee supported proactive, positive and constructive consultation between Executive and staff in relation to workplace issues that affect employees.

#### Meetings

The committee was established in December 2016 for a time-limited period to coincide with the anticipated conclusion of functional and organisational transitional arrangements by June 2017. The committee met eight times during this period.

#### 2016-17 Achievements

The committee made significant progress towards boosting employee confidence regarding managing change in the workplace. Achievements included:

- Roll-out of the Managing and Understanding Through Change Resilience workshops across the agency, with the aim of increasing the capacity of our agency and employees to manage and respond to change;
- Development and release of a Frequently Asked Questions document regarding change management in the agency and, separately, the youth diversion program;

#### Membership

- Deputy Chief Executive Officer Organisational Services (Chair)
- Senior Director People and Capability
- Director Corporate Communications
- Daniel Measures
- Jade Ritchie
- Sarah Brown
- Tania Roberts
- Alison Jacks
- Melissa Mutton
- Amy Fogarty
- Amanda Thompson
- Liz Olle
- Michael Gragg
- Susan McVee

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### Employee Consultative Committee (Continued)

#### 2016-17 Achievements

- development and release of a Territory Families Transition Arrangements milestone flowchart
- facilitation of roundtable group discussions at strategic planning workshops
- continuously representing the opinions and views of employees on workplace issues impacting on employees or service delivery
- participating in an internal communications workshop and considered ways in which the agency can move towards a more interactive workforce through increased personalised and targeted communication
- facilitating debriefs of committee deliberations to colleagues, and coordinating feedback from employees on the Frequently Asked Questions, new Territory Families regional boundary lines, Core Regional Services Framework, strategic planning session outcomes, Territory Families shopfront concepts and promotion of upcoming personal development opportunities.

#### Membership

- Bridgitte Atkinson
- Deborah O'Toole
- Carole Stone
- Tanya Blakemore
- George Tetteh
- Soana Vaihu
- Dawn Iverson
- Essie Nyemba

### Audit and Risk Committee

#### Purpose

The Audit and Risk Committee provides assurance that there are sufficient internal controls to appropriately manage the agency's risk, control and compliance framework, and advises whether the current level of exposure to risk is acceptable.

#### Meetings

In 2016-17, the agency's Audit and Risk Management Committee met on three occasions (22 September 2016, 3 March 2017 and 30 May 2017).

#### 2016-17 Achievements

Over the course of these meetings the committee considered a number of reviews conducted by agency staff and the Auditor-General relating to finance, compliance and performance audits, and provided input into the Audit and Risk Management Committee Charter, which was approved by the Territory Families CEO on 18 April 2017. The May 2017 meeting included briefings by non-government organisations and site visits to Don Dale Youth Detention Centre, Yirra House and a residential care facility. The Audit Committee also provided advice on:

- strategic priorities of the agency, including the Territory Families agency structure, strategic plan, program plan, youth justice and child protection reform
- considerations relating to strategic and reputational risk, including excess leave entitlements and the security review at Don Dale Youth Detention Centre
- risk and audit priorities, such as the audit plan and agency risk assessment.

The committee provided input into the Audit and Risk Management Charter, which was approved by the Territory Families Chief Executive Officer in April 2017.

#### Membership

- Peter Plummer (Chair)
- Antoni Murphy External Member
- Deputy Chief Executive Officer Organisational Services
- Deputy Chief Executive Officer Operations
- Executive Director Strategy, Policy and Performance
- Chief Financial Officer (Observer)
- Director Audit and Risk (Observer)
- Julie Crisp, Auditor-General (Observer)
- Principal Auditor, Northern Territory Auditor-General's Office (Observer)

Budget Committee	
<b>Purpose</b>  The Budget Committee ensures effective allocation and management of resources to achieve service delivery outcomes, within a balanced budget.	<b>Membership</b> <ul style="list-style-type: none"><li>• Chief Executive Officer (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Deputy Chief Executive Officer Organisational Services</li><li>• Executive Director Corporate Services</li><li>• Chief Financial Officer</li></ul>
<b>Meetings</b>  The committee met six times during the year, in November 2016, December 2016, February 2017, April 2017, May 2017 and June 2017.	
<b>2016-17 Achievements</b>  The budget committee received regular reports on the build of Territory Families budget, and reviewed the 2016-17 budget submissions made by the agency before their submission. The committee provided the CEO with advice on the appropriate allocation of the Strategic Initiatives Fund to a range of projects and activities, and introduced the Regional Global Budget Model after approving the principles and methodology.	
Strategic Human Resources Committee	
<b>Purpose</b>  The Strategic Human Resources Committee was formed to monitor and oversee the strategic human resource planning and management for Territory Families.	<b>Membership</b> <ul style="list-style-type: none"><li>• Deputy Chief Executive Officer Organisational Services (Chair)</li><li>• Deputy Chief Executive Officer Operations</li><li>• Executive Director Corporate Services</li><li>• Executive Director Youth Justice</li><li>• Senior Director People and Capability</li></ul>
<b>Meetings</b>  The group met three times – in February, March and June 2017.	
<b>2016-17 Achievements</b> <ul style="list-style-type: none"><li>• Established the Regionalisation Transition Advisory Committee – chaired by the Deputy Chief Executive Officer Organisational Services.</li><li>• Commenced work to redesign the Territory Families Work Partnership Plan in accordance with the Capability and Leadership Framework.</li><li>• Commenced work to develop a new Territory Families policy that sets out the process for senior officers (Senior Administrative Officer Levels 1 and 2; and Senior Professional Levels 1 and 2) when applying for an annual senior classification pay progression.</li><li>• Monitored and reviewed strategic Territory Families HR issues</li><li>• Provided strategic oversight and advice to assist with the management of unattached and case managed employees.</li><li>• Monitored the Executive Contract Officer profile and Senior Administrative Officer (SAO) staffing profiles and matters relating to recruitment.</li></ul>	

### Strategic Information Management Committee

#### Purpose

Provide strategic direction regarding information management, knowledge management, and information and communications technology for Territory Families.

#### Membership

- Executive Director Strategy, Policy and Performance
- Deputy CEO Organisational Services
- General Manager Families and Regional Services
- Executive Directors - Corporate Services, Youth Justice and Governance
- Director Knowledge Management
- External Member – Deputy CEO Department of Corporate and Information Services

#### Meetings

The committee met seven times during the year.

#### 2016-17 ACHIEVEMENTS

- review the whole of government Digital Strategy and consider its implications on Territory Families;
- oversee the progression of the client management system replacement project, including the involvement of DCIS in leading the development of the business case;
- provide project governance to the electronic document management system, and records management system project;
- obtain from the Director Knowledge Management a register of Territory Families information repositories and databases, including a preliminary assessment on their integrity;
- seek information to assure that the Department's engagement and use of Supportlink is strategically sound;
- consider the opportunities and implications of innovation and interest in increased data sharing at the national and whole-of-Territory level; and
- receive regular reports on ICT projects and ICT policies.

### Procurement Assurance Group

#### Purpose

The Procurement Assurance Group was established to ensure that outcomes were being delivered in accordance with Territory Families procurement practices in relation to procurement (tenders) and grant activities.

#### Membership

- Executive Director Corporate Services (Chair)
- Director Procurement
- Director Representative from divisions
- Chief Financial Officer (Observer)

#### Meetings

The committee met six times during the year.

#### 2016-17 ACHIEVEMENTS

The group reviewed and compiled a register of Territory Families' funded service providers to commence the process of strategic review of government investment and opportunity for improved client outcomes. This included providing recommendations in relation to planned procurement activities, and the improvement of the procurement processes within Territory Families.



## Emergency Management Committee

<b>Purpose</b>  The Emergency Management Committee assists the agency to fulfil its obligations as the Welfare Group in the Territory, Regional and Local Emergency Plans under the <i>Emergency Management Act NT</i> (2013).	<b>Membership</b>  <ul style="list-style-type: none"> <li>• Deputy Chief Executive Officer Operations (Chair)</li> <li>• Deputy Chief Executive Officer Organisational Services</li> <li>• Executive Director Corporate Services</li> <li>• Executive Directors - Northern; Southern; Out-of-Home Care; Remote Family Support</li> <li>• Superintendent - youth detention centres</li> <li>• Senior Director People and Capability</li> <li>• Senior Director Katherine</li> <li>• Directors - Corporate Communications; Knowledge Management</li> </ul>
<b>Meetings</b>  The committee was established to meet twice a year (and as required). One meeting was held during 2016-17, in December 2016.	
<b>2016-17 Achievements</b>  <ul style="list-style-type: none"> <li>• Set the agenda for effective planning and oversight of Territory Families' emergency management responsibilities.</li> <li>• Commenced development of a comprehensive Emergency Management Framework.</li> <li>• Undertook strategic relationship and capacity building, including staff training.</li> </ul>	

## Transparency

Territory Families has adopted and committed to a value of accountability. This includes being open and transparent and accepting responsibility. Throughout 2016-17, Territory Families undertook activities to improve its transparency. This included publishing child protection policies online, producing information to commissions and inquiries, producing an Audit and Risk Management Charter, and proactively informing the community when incidents occurred.

## Security review

As a result of two young people escaping from the Don Dale Youth Detention Centre on 5 April 2017, Territory Families commissioned an independent review into security arrangements at the facility. Twenty two recommendations were provided, which formed an action plan to improve the physical security and procedures around the safe and secure custody of young people in detention at Don Dale Youth Detention Centre. Some of these recommendations included staff briefings, continual reviews, support for detainees, a full security audit, security camera repairs and development of an Memorandum of Understanding with Northern Territory Police. From the recommendations, \$277,500 works were carried out and improvements were highlighted to not only the security features of the facility but also operational practices, procedures and training of staff. The agency has since carried out works to improve these areas, creating a deterrent to young people attempting escape and reducing the potential for success in any future attempts by upgrading parts of the perimeter fencing.

## Information loss

Following the relocation of staff between offices in Alice Springs, a contractor moved some filing cabinets to the Alice Springs Waste Management Facility between 19 April and 21 April 2017. The filing cabinets contained confidential client and staff information and on 23 April, Territory Families was advised that confidential documents were found at the waste management facility. As a result, an internal review was conducted by the Executive Director Governance between 26 April and 2 May 2017. In May, a further review of the information loss was conducted with the aim of providing internal and external assurance that the matter had been fully investigated and preventative strategies were in place. The internal review identified 34 primarily-impacted clients, and made eight recommendations. The external review was undertaken to confirm the independence of the internal review findings, and concurred with the eight recommendations. Both reviews found that the incident was an accident, it was impossible to identify whether all the records originally transported were accounted for and that the parties affected by the information loss should be contacted. Territory Families developed an action plan to ensure the same incident would not occur again and has implemented all recommendations.

## Information Act

Territory Families assists members of the public and other organisations to access government and personal information. This includes managing formal applications received under the Freedom of Information provisions of the *Information Act*. In 2016-17, 47 Freedom of Information applications were received and Territory Families provided information in response to 42 requests. In addition, 88 court orders for production of material were served on Territory Families (by way of subpoena, summons or coroner's warrant).

**TABLE 9: FREEDOM OF INFORMATION REQUESTS RECEIVED**

Key deliverables	2014-15	2015-16	2016-17
FOI requests received	66	19	47
FOI requests completed	67	22	42

## Working with children checks

Our efforts to provide safe environments to protect children from harm including working with SAFE NT to administer the Working with Children Clearance (Ochre Card) scheme. In 2016-17 SAFE NT assessed 37,404 applications and issued 37,176 cards. Territory Families also provided 2,229 temporary exemptions in line with the criteria of the Act.

## Complaints

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.

In 2016-17, 259 complaints were received and at 30 June 2017, 233 were resolved and 26 were ongoing. The largest number of complaints came from parents of children in care (46), carers (45) and non-government organisations (42).

## The Northern Territory Children's Commissioner

The Northern Territory Children's Commissioner monitors and reports on the agency's services to vulnerable children through the roles set out in the *Children's Commissioner Act*. The Children's Commissioner has legislative powers under the *Children's Commissioner Act 2014* to investigate complaints in relation to services provided to vulnerable children.

The Children's Commissioner may investigate complaints about services provided by Territory Families

or refer complaints to the agency for investigation and resolution. There has been an increase in the number of complaints referred to Territory Families by the Children's Commissioner. In 2016-17, there were 60 complaints referred by the Children's Commissioner for investigation and resolution, an increase from 41 in 2015-16.

The Children's Commissioner may undertake an inquiry related to the care and protection of children in the Northern Territory on the Children's Commissioner's own initiative. At 30 June 2017, the Children's Commissioner completed three investigations of complaints about Territory Families services and one Own Initiative Inquiry. These reviews resulted in 32 recommendations, which were accepted by Territory Families and actioned accordingly with reports provided to the Commissioner when necessary.

## Northern Territory Coroner

When a child in the care of the Chief Executive Officer dies, the Northern Territory Coroner is required to conduct an inquest, and Territory Families fully cooperates with the Northern Territory Coroner's Office. The circumstances of a child's death necessitate review on how Territory Families can improve service responses to vulnerable children and young people.

Territory Families undertakes an Internal Death Review to critically evaluate the child's circumstances prior to their death, and present an objective appraisal of the services provided to the child. Internal Death Reviews provide an opportunity for learning and continuous improvement to service delivery.

There was one Coronial Inquest relating to the death of a child in care in 2016-17. The Inquest found that the care provided to the child was appropriate and no recommendations relating to Territory Families were made.

## Royal Commission into the Protection and Detention of Children in the Northern Territory

The Royal Commission into the Protection and Detention of Children in the Northern Territory has influenced the capability and capacity of Territory Families in 2016-17.

In late July 2016, the ABC's *Four Corners* television program aired a report on the treatment of young people in detention in the Northern Territory. Shortly thereafter the Australian and Northern Territory governments announced a Royal Commission and Board of Inquiry into the Protection and Detention of Children in the Northern Territory to inquire into the treatment of children in detention facilities and child protection in the Northern Territory. Broadly, the Commission is considering where systems may have failed and will make recommendations on how to improve laws, policies and practices in the Northern Territory.

Throughout 2016-17, Territory Families has cooperated and supported the Royal Commission to conduct its inquiries. This has included establishing an internal taskforce to process requests and produce documents for the Commission. To 30 June 2017, Territory Families had:

- identified and produced over 200,931 separate documents to the Commission
- responded to 38 formal Notices to Produce
- organised and supported 17 Territory Families employees and two former employees to provide oral evidence and witness testimony to the Royal Commission's scheduled hearings. This included supporting three employees to appear on more than one occasion
- submitted 62 formal statements to the Royal Commission.

The Commission was initially required to submit to the Governor-General a final report of the results of the inquiry on 31 March 2017. However, the Royal Commission has been granted extensions and the final report is now anticipated on 17 November 2017. An interim report, delivered on 31 March 2017, identified themes directly relating to work already underway with the Northern Territory Government's youth justice system reforms. Territory Families adopted the themes of the Interim Report into its contemporary practice and reform planning.

## Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Institutional Responses to Child Sexual Abuse commenced in January 2013. In 2015-16, Territory Families worked cooperatively with the Royal Commission to provide information on current and historical policies, procedures and actions taken in response to allegations of sexual abuse. In March 2016, the Royal Commission released the *Institutional Responses to Child Sexual Abuse in Out-of-home care: Consultation Paper*. Territory Families provided a detailed response to the paper in April 2016. Little activity from Territory Families was required during 2016-17, although the agency remains cooperative and has made staff available for liaison with the Royal Commission's research area.

The final report from the Royal Commission into Institutional Responses to Child Sexual Abuse is expected to be released in December 2017.





## Audit and review

In 2016-17, Territory Families undertook a program of internal and external reviews to ensure accountability and improvement.

Internal Audit / Review	Progress / Outcome
Internal review into the information loss in Alice Springs	An internal review was conducted to assess the circumstances leading to the discovery of client information at the Alice Springs Waste Management Centre. The internal review concluded that the information loss was accidental, and made recommendations to improve processes and procedures regarding the care and maintenance of documents and handling of documents during office relocations. All recommendations were accepted and implemented.
Practice review – cumulative harm	A review was conducted to assess whether Territory Families' child protection practitioners were appropriately considering cumulative harm in their decision making, and how current procedures and tools influence the assessment of cumulative harm. The review found the consideration and assessment of cumulative harm is not standardised in operational practice and the report informed improvements to ensure that cumulative harm is further integrated into training and processes.
Child death review - RB	An internal review was conducted to assess the services Territory Families delivered to a child in the care of the Chief Executive Officer who passed away. The findings of the review informed the development of Territory Families' statement to the Northern Territory Coroner's Court.
Child death review - Baby S	An internal review was conducted to assess the services Territory Families delivered to a child in the care of the Chief Executive Officer who passed away. The findings of the review informed the development of Territory Families Agency statement to the Northern Territory Coroner's Court.
Carer support and retention review	An internal review was conducted to assess how Territory Families could provide better support to carers through its standards, policies, procedures and guidelines. The review identified areas where Territory Families could improve, including the provision of timely and accurate information, induction, training and respecting carers as valued members of the care team. Territory Families commenced addressing issues raised in the report through the publication of policies on the Territory Families website, supporting the launch of the Foster Carer Charter of Rights, and through staff workshops and training focused on emphasising a care team approach.
Travel review	<p>The Northern Territory Government Travel Policy Framework was introduced in 2015. This policy framework specifies the accountability requirements and controls for planning, undertaking and managing travel paid by the NTG.</p> <p>The policy outlines that agencies must undertake audits of official travel to test compliance with the travel policy framework and respond to audit findings. The requirement for six monthly audits was updated allowing that effective July 2017, audits occur yearly.</p> <p>In September 2016, a six monthly compliance audit for the period 1 January 2016 to 30 June 2016 occurred. The audit identified a number of control weakness with the key issue being insufficient record keeping in relation to procurement of travel. The agency undertook to improve controls and implemented a range of improvements including the recruitment of an agency travel administrator who is responsible for training travel booking officers and delegates on requirements, and conducts reviews and provides reporting to improve transparency and identify where procedures are not being followed.</p>

Internal Audit / Review	Progress / Outcome
Authorisation of staff	An audit of the process used to authorise staff under the <i>Care and Protection of Children Act</i> was conducted. The finding included improving record management and control practices. In response, responsibility for managing authorisation and production of identity cards was moved to the Information Services branch of Territory Families. Progress against recommendations is continuing.
External Review	Progress / Outcome
Don Dale security review	A review into security at the Don Dale Youth Detention Centre was conducted after escapes and attempted escapes in March and April 2017. Twenty two recommendations were made. The recommendations included staff briefings, continual reviews, support for detainees, a full security audit, security camera repairs and development of an MOU with NT Police. Territory Families produced an action plan to improve the physical security and procedures around the safe and secure custody of young people in detention at Don Dale Youth Detention Centre. The agency has since carried out works to improve these areas by target hardening the perimeter fencing.
Early Intervention Youth Boot Camp and Sentenced Youth Boot Camp review	An independent review was undertaken of the delivery of the early intervention youth boot camp and sentenced youth boot camp programs. The review will help inform the development of future programs aimed at working with young people to reduce future offending. The review will also assist informing the tender process to engage future service providers.
Managing staff with mental health issues review	In April 2017, the agency engaged a consultant to conduct a review to assess the processes in place to support staff with mental health issues. The review focused on understanding where process and system improvements could be made. The report suggested a series of systematic best practice strategies for Territory Families to implement. The agency has developed and is implementing an action plan to address the recommendations of the review. These actions are targeted at improving awareness and support for managers working with staff who have mental health issues.
External review into the information loss in Alice Springs	A lawyer from the Solicitor from the Northern Territory conducted an external review to provide an independent assessment of the internal review's process and findings. It concurred with the recommendations made by the internal review, to improve processes and procedures regarding the care and handling of documents during office relocations, which have all been implemented.

External Review	Progress / Outcome
Fraud prevention framework review	In March 2017, Territory Families was selected to take part in an Auditor-General's Office survey of fraud control arrangements to determine the maturity of Fraud Assessment Frameworks within the agency. The survey was completed and returned to the Auditor-General's Office with an action plan, which will be implemented.
2015-16 Agency End of Year Review (completed August 2016)	The objective of this review was to assess the adequacy of selected aspects of the end of financial year controls over reporting, accounting and material financial transactions and balances. There were no matters arising from the review. One minor matter raised related to employees with excess leave balances. Employees with excess leave have now established plans to take leave and regular reporting to the Strategic Human Resources Committee to monitor balances has been instituted.
2016-17 Agency Compliance Audit	<p>The audit assessed and tested the adequacy of the systems developed by accountable officers to achieve compliance with accountability and control responsibilities. Prescribed accountability requirements are identified in the <i>Financial Management Act</i>, Treasurer's Directions, <i>Procurement Act</i>, and in other service-wide policies, such as information management.</p> <p>The audit findings included a lapse in agency controls relating to acquittal of travel and missing information from the agency's asset register.</p> <p>In response, Territory Families implemented improved travel administration systems to and subsequently updated information in the asset register.</p>





# 6

## VALUE AND INVEST IN OUR PEOPLE

**Territory Families recognises that the successful achievement of our vision requires the skills and dedication of our workforce and a safe and nurturing work environment.**

Territory Families seeks to be an employer of choice, and to achieve this, Territory Families aims to:

- ensure a safe, supportive, professional, adaptive and dynamic work environment
- equip staff to work in a complex and dynamic environment by growing the capability and capacity of our workforce
- work with and listen to staff, value feedback and respect opinions
- resource and attract a high quality workforce
- grow our Aboriginal workforce
- develop and invest in our leaders to ensure the agency has the capacity to deliver services to help our communities break the cycle of domestic, family and sexual violence.

## Engaging staff

Territory Families recognised that bringing staff from five departments together to form a new agency could cause employees to feel uncertain and unheard. Territory Families therefore established an Employee Consultative Committee, chaired by the Deputy Chief Executive Organisational Services, to:

- suggest measures to reduce the adverse effects and unintended consequences of changes
- promote and facilitate two-way flow of information between staff and executives across all functions/regions of Territory Families
- promote transparency in change management processes
- receive, consider and put forward suggestions for the improvement and successful implementation of new or updated employment-related policies and procedures.

Throughout 2016-17 the committee enabled Territory Families to engage staff in the formation of the agency and make significant progress towards boosting employee confidence about managing change in the workplace.

The Committee was time limited and ceased in June 2017. The Committee developed and presented recommendations to the Executive Leadership Group about future employee engagement mechanisms for the agency. As a result, an Employee Engagement and Advisory Committee will operate in 2017-18.

## Developing a strategic workforce plan

Territory Families has commenced the development of a workforce strategy that will guide how the agency attracts, recruits, trains, develops and retains the staff it needs to provide effective outcomes for clients.

This strategy is being informed by key internal data and labour market analysis to help Territory Families develop a high-performing, suitably qualified workforce, with an emphasis on Aboriginal workforce development.

The workforce strategy includes an Aboriginal employment strategy and workforce acquisition initiatives focused on attraction, recruitment, and retention.

## Supporting and developing the Aboriginal workforce

In 2016-17, 19 per cent of the Territory Families workforce identified as Aboriginal. The employees were mainly women's safe house workers, Aboriginal community workers and family support workers.

Through the development of Territory Families' strategic workforce plan, and the new regional service delivery model, the agency is working to increase the number of Aboriginal employees, including those in senior roles, and provide support to develop and retain them. As well as increasing the diversity of the workforce to reflect the Territory's demographic make-up, it is hoped that increasing the number of Aboriginal staff will make the agency more effective in reducing the over-representation of Aboriginal people coming into contact with its areas of statutory responsibility – child protection, youth justice and domestic and family violence.

## Dawn Ivinson Aboriginal and Torres Strait Islander VET Student of the Year Award

Dawn Ivinson is a proud Aboriginal woman and mother of three. For the past 10 years, she has worked for Territory Families, helping vulnerable children and families.

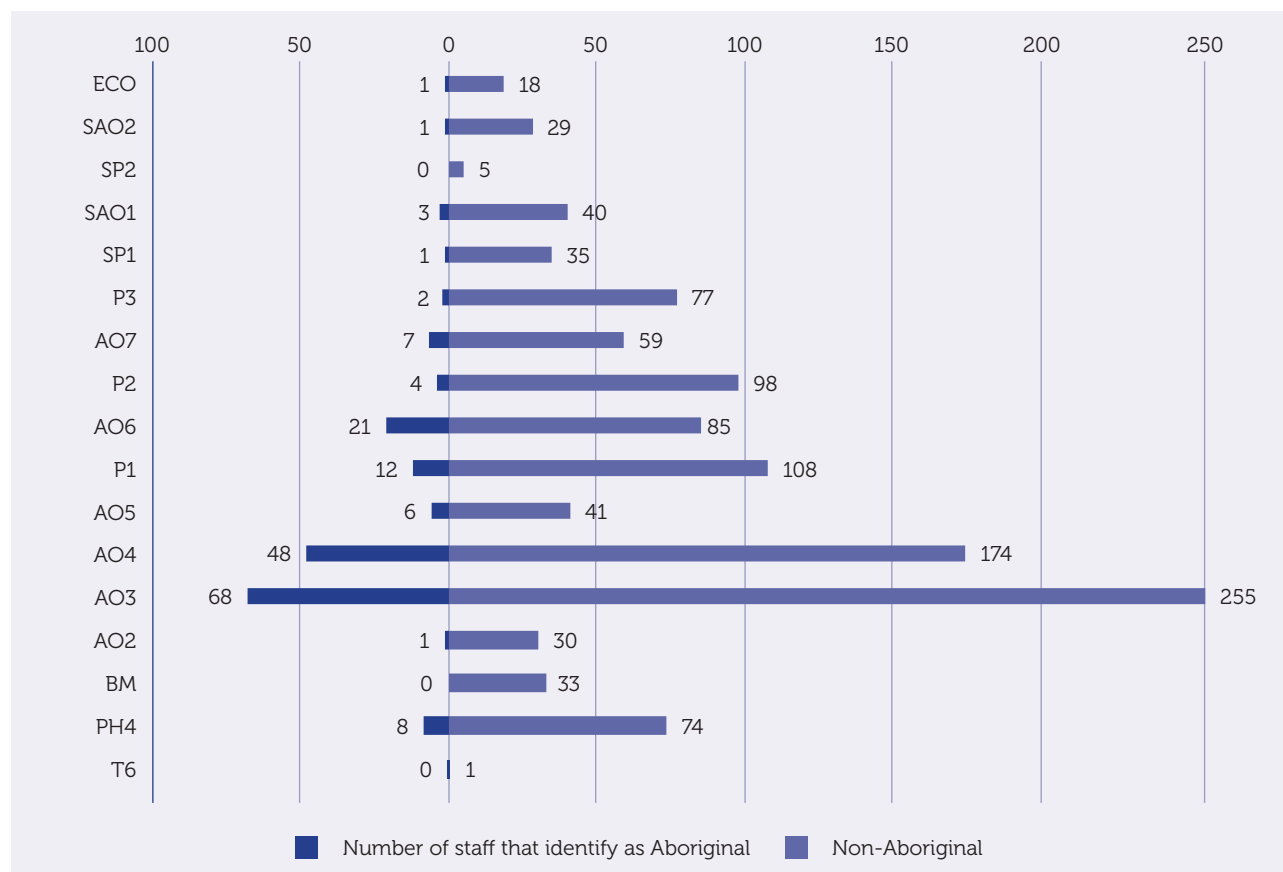
In October 2016, she was acknowledged for her hard work when she won the 2016 Aboriginal and Torres Strait Islander Vocational Education and Training (VET) Student of the Year award at the Northern Territory Training Awards. She went on to become runner-up at the Australian Training Awards in November.

Dawn works in the Darwin Arafura office as a Senior Aboriginal Community Worker for the Top End's remote communities. In 2015, she completed a double post-graduate qualification in Community Services Practice (Client Assessment and Case Management and Statutory Child Protection). She also has a Diploma of Child, Youth and Family Intervention and a Certificate IV in Training and Assessment.

Dawn says wherever possible she wants Aboriginal children to grow up in their own community, immersed in their culture and traditions. Chief Executive Officer, Ken Davies, referred to Dawn as inspirational.



**CHART 4: NUMBER OF STAFF THAT IDENTIFY AS ABORIGINAL OR NON-ABORIGINAL**





## Learning and development

In 2016-17, Territory Families established a new Education and Training Centre to design, develop and deliver best-in-class training programs and professional development pathways for Territory Families staff. The new team recognises the importance of developing a common understanding and culture across Territory Families portfolios. During the year, the team progressively sought the input of specialist trainers with expertise in child protection, youth work and youth justice practice to develop and design contemporary professional development programs. In May, the team moved to the new Territory Families Education and Training Centre at Berrimah.

### Leadership programs

People and Capability continues to manage corporate and agency wide leadership and development programs.

Territory Families identified leadership and people management as a key capability gap across the agency.

Various leadership and capability development programs were offered during 2016-17. A total of 55 workshops were delivered and around 600 Territory Families employees took part in programs, which included:

- Combat Bullying – “Call it like it is”
- Combat Bullying for Managers
- Understanding and Managing Through Change (Resilience)
- Managing Probation.

The agency also supported 20 staff in the Office of the Commissioner for Public Employment leadership capability and executive programs. The programs include the Australia New Zealand School of Government’s Advancing Leadership, the Future Leaders Program, Public Sector Management Program and the Lookrukin/Kigaruk Indigenous Leadership Program.

Corporate training included:

- leadership development training
- better writing courses
- Strategies and Solutions for HR Professionals: Mental Health in the Workplace.

### Youth Justice Officer induction training

As a key priority, Territory Families designed and delivered a new course for training youth justice officers in Darwin and Alice Springs in March-April 2017. The six-week intensive course focused on operational skills, trauma-informed care, de-escalating difficult situations and the rehabilitation of young people. In partnership with the Australian Childhood Foundation, the course included two units of competency from the foundation’s child, youth and family intervention training package. The two units were Work effectively in trauma-informed care, and Work with children and young people with complex trauma and attachment issues and needs. The units form part of the Certificate IV in Youth Justice, and new Youth Justice Officer recruits will extend their on-the-job training to complete the qualification during 2017-18.



## YOREO training

Territory Families also developed and delivered a new training course for Youth Outreach and Re-engagement Officers (YOREOs) in Darwin and Alice Springs in April-May 2017. The course included the same units of competency delivered by the Australian Childhood Foundation, and focused on:

- a trauma-informed approach to working effectively with children and young people with complex needs
- restorative practice, including values-based practice, fair process, social control, effects and emotions, conference framework, compass, re-integrative and psychology of shame
- an overview and understanding of the case management framework that supports generic case management practice, the principles governing case management and the elements of the framework
- assessment screening instruments designed to identify young people who are at the risk of re-offending and help guide the selection of appropriate interventions aimed at reducing that risk
- Management of Actual and Potential Aggression (MAPA) training in the management and intervention techniques to cope with escalating behaviour in a professional and safe manner. It focuses on knowledge and skills to defuse potentially challenging situations, equips them with the skills to appropriately physically intervene, teaches safe, non-harmful interventions and offers proven post-incident strategies to prevent future crises, and strengthen the relationships between colleagues and those within their care
- team building, communication styles, deep listening, emotional regulation, body language, trust building, motivation, self-care, and professional development in engagement techniques.

## Emergency management

Territory Families is responsible for public welfare in times of emergency. It leads the Northern Territory's Welfare Group, a functional group established under the Northern Territory Emergency Arrangements. The Welfare Group provides assistance, including financial assistance, to help individuals and families impacted by disasters and emergencies to get back on their feet.

The Welfare Group includes:

- Territory Families
- Australian Red Cross
- St Vincent de Paul
- Salvation Army Northern Territory
- Foodbank Northern Territory
- NT Department of Housing and Community Development
- Australian Department of Human Services
- NT Department of the Attorney-General and Justice
- NT Council of Churches
- NT Department of Tourism and Culture (Sport and Recreation)
- Employee Assistance Services Australia.

In 2016-17, Territory Families increased its emergency management capability to respond effectively to emergency situations. This capability was tested in December 2016 when heavy rainfall caused flash flooding in Walungurru (formerly known as Kintore), a community of about 400 people 520 kilometres west of Alice Springs. Northern Territory Emergency Services evacuated 96 people to the emergency shelter at the local school, and 53 people stayed for four days. Up to 25 homes were affected. Roads were impassable, delaying delivery of essential items to community members. Financial assistance for 96 families was provided by way of personal hardship payments and replacement of essential household items through a procurement agreement with the locally owned store.

In April 2017, the Northern Territory Government sent two contingents of staff to North Queensland to help with recovery efforts after Tropical Cyclone Debbie struck the Whitsunday region. Six trained Territory Families staff members, Conni Warren, Judith Dowling, Miriam Nuttall, Samantha Watkins, Bridgitte Atkinson and Jenny Kennedy joined the deployment to Queensland, and gained valuable experience in dealing with disaster situations.

Territory Families also expanded its training for roles in emergency evacuation centres, emergency operations centres, and field assessment and administration teams.

The following courses were provided to Territory Families staff during 2016-17:

**TABLE 10: COURSES PROVIDED TO TERRITORY FAMILIES STAFF IN 2016-17**

Course	Total trained
Evacuation Centre Training	51
WebEOC & Introduction to Emergency Management	10
Rapid Impact Assessment Training	5
AIIMS (Australasian Interagency Incident Management System)	5

## Red Cross evacuation centre management agreement

Territory Families has contracted the Australian Red Cross to manage evacuation centres and develop local response capacity for three years from February 2017. The initial focus for building evacuation centre capability will be in the Darwin region and other regions supported with fly-in teams to supplement local capacity. Under the arrangement, Red Cross will manage one evacuation centre on a 24/7 basis as long as it is needed. The Australian Red Cross will provide staff, including experienced evacuation centre managers and training.

## Work health and safety

Under the new organisational structure, work health and safety, emergency management, infrastructure and facilities management functions were combined to provide an integrated service.

2016-17 work health and safety initiatives included:

- assessing need and procuring equipment for staff to

improve safety and health, including stand-up desks and phone headsets

- training new youth justice recruits in workplace hazards and how to complete reports
- establishing Work Health & Safety committees
- offering free flu vaccinations to all employees
- first aid training.

A total of 111 work health and safety incidents were reported, an increase of 33 from 2015-16. This is a small increase considering the agency's workforce increased by 165 full-time equivalent (FTE) employees 27 percent over the same period.

The category of "being hit by objects" constituted the largest overall category and with 45 incidents reported, has increased since the previous year.

When a worker is injured Territory Families supports the safe return of the employee to work. During 2016-17, 24 new claims for workers' compensation were received and there are still 21 claims open as of 30 June 2017.

## Lending a hand to Queensland

Territory Families stepped up to help after Category 4 Cyclone Debbie cut a swathe of destruction through the Whitsunday region of North Queensland in March.

Cyclone Debbie made landfall at Airlie Beach with winds of up to 263km/h, knocking out essential infrastructure and damaging buildings across a wide stretch of North Queensland.

When the Queensland Government requested assistance, six Territory Families staff members headed to Queensland for the recovery operation.

They worked in challenging conditions, conducting outreach work with people affected by the storm and assisting with managing relief payments.

The experience gained from the deployments has been fed back into Territory Families' disaster preparedness planning.





**TABLE 11: INCIDENTS REPORTED**

	2015-16	2016-17	Change
Being hit by objects	35	45	10
Biological factors	1	6	5
Body stressing	2	8	6
Chemicals and substances	2	2	0
Environmental factors	3	0	-3
Hazard	14	7	-7
Hitting objects	2	1	-1
Mental factors	10	24	14
Slips, trips and falls	12	11	-1
Vehicle incidents & other	7	7	0
<b>Total</b>	<b>88</b>	<b>111</b>	<b>33</b>

**TABLE 12 WORKERS COMPENSATION CLAIMS AT 30 JUNE 2017**

	2015-16	2016-17	Change
New claims	9	27	15
Claims resolved	16	26	10
Open claims as at 30 June	12	21	9
Value of claims	1.5m	1.7m	0.2m

Note: The increase in workplace incidents and new workers compensation claims in 2016-17 reflects the increased workforce due to the machinery of government changes

## Staff wellbeing

To demonstrate our clear support for our staff and their families, the agency offers easy access to the Northern Territory Public Sector Employee Assistance Program. This program provides free and confidential support for employees and their immediate families. In 2016-17, a total of 657 counselling sessions were accessed. This was an 81 per cent increase on the 362 EAP sessions accessed in 2015-16.

## Compliance with the *Public Sector Employee Management Act*

Employment instruction	Actions
<b>Number 1</b> <b>Filling vacancies</b> Chief Executive must develop a procedure for the filling of vacancies	Territory Families applies the Office of the Commissioner of Public Employment, Recruitment and Selection Policy and Employment Instruction No.1 and Commissioner's Guideline. <ul style="list-style-type: none"> <li>• The agency mandates recruitment and selection training for all selection panel members.</li> <li>• The NTPS Recruitment and Selection Policy is available on the staff intranet.</li> </ul>
<b>Number 2</b> <b>Probation</b> Chief Executive must develop a probation procedure	Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 2, Commissioner's Guideline, and has agency-specific established guidelines. <ul style="list-style-type: none"> <li>• In 2016-17, 61 Territory Families supervisors attended the agency's Managing Probation training program.</li> </ul>
<b>Number 3</b> <b>Natural Justice</b> A person who may be adversely affected by an impending decision must be afforded natural justice before a final decision is made	Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No.3, and the Commissioner's Guidelines. <ul style="list-style-type: none"> <li>• Information regarding employee rights to natural justice is incorporated within the relevant agency policy, procedure and guidelines.</li> <li>• The principles of natural justice are also promoted during relevant corporate training programs and are included in induction.</li> </ul>
<b>Number 4</b> <b>Employee performance management and development systems</b> Chief Executive must develop and implement an employee performance management and development procedure	Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No.4 and has an established Supervision Framework and Workplace Partnerships Plan. <ul style="list-style-type: none"> <li>• All employees have access to the guidelines, procedures and principles underpinning this process via the staff intranet.</li> <li>• The Workplace Partnerships Plan is also promoted during relevant corporate training programs (eg Performance Management, Managing Probation) and are included in induction.</li> </ul>

Employment instruction	Actions
<b>Number 5</b> <b>Medical examinations</b> <p>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 of Public Employment, Employment Instruction No. 5.</p> <ul style="list-style-type: none"> <li>• Territory Families engages qualified health practitioners to assess employees' fitness for work on an as-needed basis. No staff were referred in the 2016-17 financial year.</li> </ul>
<b>Number 6</b> <b>Employee performance and inability</b> <p>Chief Executive may develop employee performance and inability procedures</p>	<p>Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 6, Commissioner's Guideline, and has an agency-specific Improving Employee Performance Guidelines.</p>
<b>Number 7</b> <b>Discipline</b> <p>Chief Executive may develop discipline procedures</p>	<p>Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 7 and Commissioner's Guideline. Territory Families has not yet developed discipline procedures and each matter is managed on a case-by-case basis.</p>
<b>Number 8</b> <b>Internal agency complaints and section 59 grievance reviews</b> <p>Chief Executive must develop an internal employee grievance handling policy and procedure</p>	<p>Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 8, and has an agency-specific policy, guidelines, and Frequently Asked Questions. Territory Families has an established Internal Complaints policy, guideline and FAQ available on the staff intranet.</p>
<b>Number 9</b> <b>Employment records</b> <p>Chief Executive is responsible for keeping employees' records of employment</p>	<p>Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No.9, has an agency-specific Employment Records Guideline which is available on the staff intranet.</p>
<b>Number 10</b> <b>Equality of employment opportunity programs</b> <p>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 of Public Employment, Employment Instruction No. 10.</p> <p>Territory Families is progressing the development of an Aboriginal Workforce Strategy with the intent to implement in 2017-18.</p>

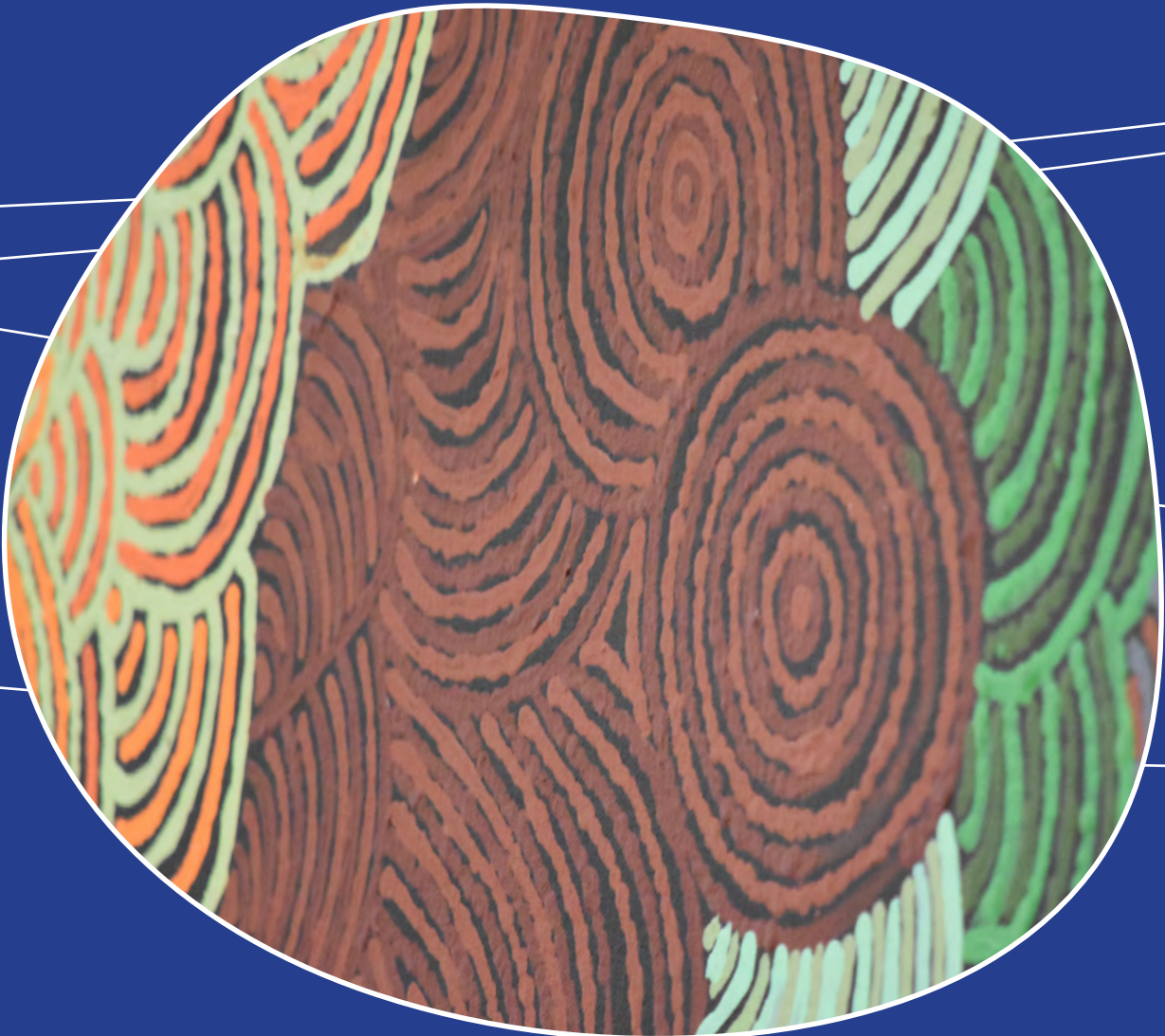


Employment instruction	Actions
<b>Number 11</b> <b>Occupational health and safety standards program</b> Chief Executive must ensure the application of appropriate occupational health and safety standards and programs, and report annually on these programs	Territory Families has implemented a range of 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.
<b>Number 12</b> <b>Code of conduct</b> Chief Executive Officer may issue an agency-specific code of conduct	Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 12.
<b>Number 13</b> <b>Appropriate workplace behaviour</b> 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 of Public Employment, Employment Instruction No. 13 and Commissioner's Guideline. <ul style="list-style-type: none"> <li>• Territory Families has mandated Appropriate Workplace Behaviours training for all staff.</li> <li>• Information is available to all staff via the Territory Families intranet and included in the induction process.</li> </ul>
<b>Number 14</b> <b>Redeployment and redundancy procedures</b>	Territory Families applies the Office of the Commissioner of Public Employment, Employment Instruction No. 14. Information is available via the Territory Families staff intranet with links to the Office of the Commissioner for Public Employment resources
<b>Number 15</b> <b>Special Measures</b>	Territory Families is progressing an agency proposal to apply Special Measures with the intent to implement in 2017-18.



# PART 3

## FINANCIAL PERFORMANCE



# PART III: FINANCIAL PERFORMANCE

## The Budget

In 2016-17, the Department operated to a budget of \$276.9 million, with expenditure of \$277.3 million. This equated to an overspend of \$0.4 million or 0.2 per cent.

The 2016-17 original published budget was \$180.8 million, however, this increased across the year to \$276.9 million. The \$96.1 million increase was due to:

- an additional \$96.2 million constituting:
  - \$70.4 million increase as a result of Machinery of Government transfers
  - \$15 million for the rising cost of children in care and Youth Justice Officers
  - \$3 million as one-off funding for increased demand in Pensioner and Carer Concessions
  - \$2.5 million as one-off funding for the Royal Commission
  - \$1.8 million for the Investment in Youth Diversion for Better Youth Justice Outcomes, including the establishment of Youth Outreach and Re-Engagement Teams
  - \$1.5 million in additional depreciation predominately relates to youth detention facilities
  - \$0.6 million to recognise the recovery of unspent grant funding from earlier financial years from Family Support, Out-of-Home Care and Youth Justice providers
  - \$0.4 million in additional funding for After Hours Youth Activities in Alice Springs and Tennant Creek
  - \$0.3 million for works in progress transferred in from the Department of Planning, Infrastructure and Logistics
  - \$0.2 million for an increase in charges from the Department of Corporate and Information Services for whole-of-government shared corporate services and for the recovery of appropriation for lease space on level seven of Darwin Plaza
  - \$0.2 million in funding from other jurisdictions to fund the transfer of the Australasian Juvenile Justice Administrators program to the Northern Territory
  - \$0.2 million for the recovery of costs relating to a child over the age of 18 from the Department of Health
  - \$0.1 million for repairs and maintenance transferred from the Department of the Attorney-General and Justice for Youth Detention Facilities
- a reduction of \$0.1 million related to Cabinet-directed travel savings



**TABLE 13. AGENCY BUDGET PERFORMANCE BY OUTPUT 2016-17**

Output Group/Sub Output	2016-17 Final Budget Estimate	2016-17 Actual	Variation	Variation
	\$000	\$000	\$000	%
<b>Children and Families</b>	<b>221,325</b>	<b>221,895</b>	<b>-570</b>	<b>-0.3%</b>
Child Protection	23,649	24,852	-1,203	-5.1%
Out of Home Care	113,942	117,464	-3,522	-3.1%
Family Support	25,412	24,407	1,005	4.0%
Youth Justice	33,304	31,485	1,819	5.5%
Domestic Violence	25,018	23,687	1,331	5.3%
<b>Community Engagement and Programs</b>	<b>4,129</b>	<b>4,428</b>	<b>-299</b>	<b>-7.3%</b>
Gender Equity	1,428	1,355	73	5.1%
Social Inclusion	2,701	3,073	-372	-13.8%
<b>Seniors and Carers</b>	<b>34,934</b>	<b>34,543</b>	<b>391</b>	<b>1.1%</b>
Seniors and Carers	34,934	34,543	391	1.1%
<b>Corporate and Governance</b>	<b>16,475</b>	<b>16,467</b>	<b>8</b>	<b>0.1%</b>
Corporate and Governance	14,876	14,868	8	0.1%
Shared Services Received	1,599	1,599	0	0.0%
<b>TOTAL</b>	<b>276,863</b>	<b>277,333</b>	<b>-470</b>	<b>-0.2%</b>

The budget was distributed across outputs groups and sub-outputs.

#### **Children and Families:**

- Child Protection
- Out of Home Care
- Family Support
- Youth Justice
- Domestic Violence

#### **Community Engagement and Programs**

- Gender Equity
- Social Inclusion

#### **Seniors and Carers**

- Seniors and Carers

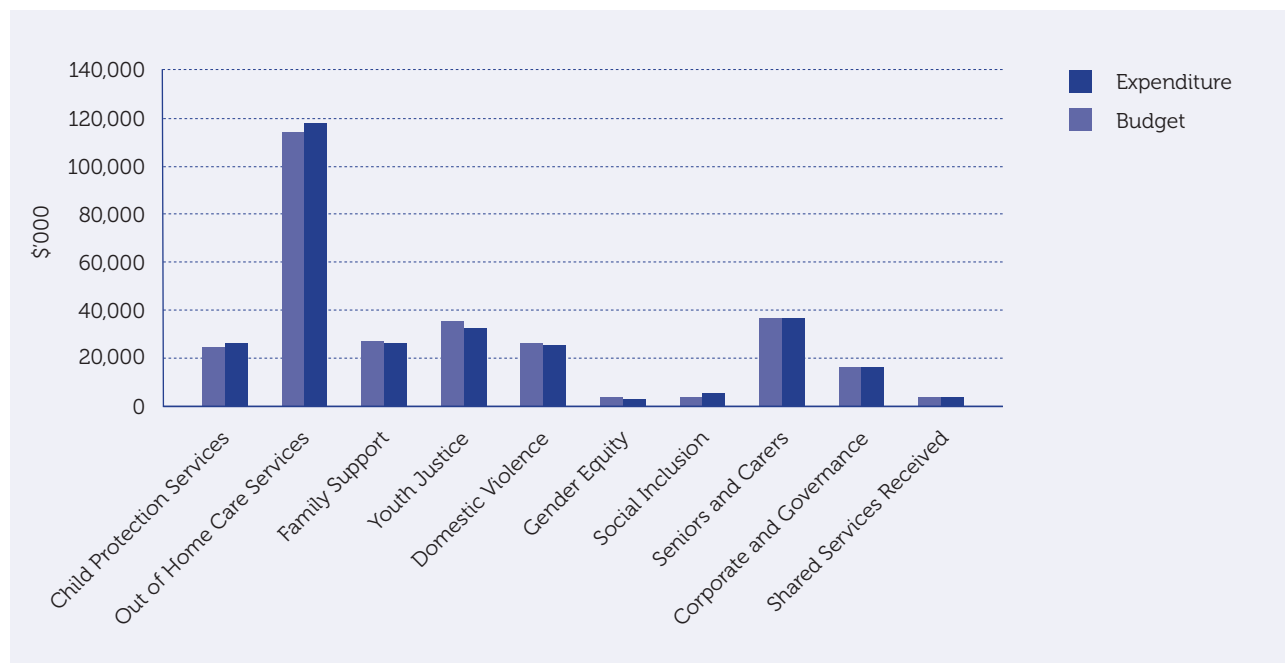
#### **Corporate and Governance**

- Corporate and Governance
- Shared Services Received

The Corporate and Governance output includes functions such as shared services received from Department of Health, human resources, finance and budgets, secretariat, communications and marketing, IT support, audit and risk, corporate support and office of the Chief Executive Officer. All other operational and administrative costs are allocated across sub-outputs based on the relationship those costs have to the output.

## PART III: FINANCIAL PERFORMANCE

CHART 5: 2016-17 BUDGET AND EXPENDITURE BY SUB OUTPUT



### Budget challenges

Territory Families had limited capacity to control demand for services. These services are primarily driven by the number children in care and their care requirements. Throughout 2016-17, Territory Families incurred additional unbudgeted out-of-home care expenditure relating to individual packages of care and family day care services. In 2016-17, over 41 per cent of the Department's budget was allocated to the delivery of out-of-home care services, with an expenditure result of \$3.5 million over budget. This comprised \$4.5 million of Grants and Subsidies expense, offset by underspends in employees and administrative expense of \$1 million.

Child protection and social inclusion were also overspent by a total of \$1.2 million and \$0.4 million respectively. Child protection \$1.2 million overspend is comprised of \$0.6 million employee and \$0.7 million administrative expenses, offset by \$0.1 million underspend in Grants and Subsidies expense. Social inclusion was overspent due to a unbudgeted capital grant. Offsetting the out-of-home care, child protection and social inclusion overspends of \$5.1 million were underspends of \$4.6 million across all other outputs, predominantly related to employee expenses.

In 2016-17, Territory Families received additional monies to address base funding shortfalls associated with the cost of delivering out-of-home care services. In acknowledgement of being an agency that delivers frontline services to the Territory, the Cabinet has provided a one third reduction to usual efficiency dividends applied across Territory agencies. This is consistent with the treatment of other frontline agencies, such as police, education and health.

Notwithstanding the demand pressures for services, the agency maintains downward pressure on operating costs by increasing productivity and finding efficiencies to ensure funding is available to deliver quality care services. This is achieved through improved procurement practice to source the most appropriate and competitive suppliers of goods and services, and by continuously reviewing internal process to improve efficiency and increase the use of technology.

# FINANCIAL STATEMENT OVERVIEW FOR THE YEAR ENDED 30 JUNE 2017

A summary of observations and key variations is provided to assist in reading the financial statements and notes to and forming part of the financial statements.

## Comprehensive Operating Statement (Financial Performance)

Territory Families' (the agency) financial performance resulted in an operating deficit of \$4.4 million, an increase of \$2.8 million on the recorded deficit of \$1.6 million in 2015-16. The 2016-17 deficit was primarily planned, related to \$3.8 million of depreciation expense which is not funded through revenue. The remaining balance relates to a \$0.47 million budgetary overspend.

### Income

The agency's principle revenue source, representing \$247.4 million or 91 per cent of 2016-17 revenue, is Northern Territory Government output appropriation. Commonwealth Government appropriation totals \$17 million, or 6 per cent, related to the National Partnership on Northern Territory Remote Aboriginal Investment.

Grants and Subsidies, representing \$0.3 million, or 0.1 per cent, relates to funding from the Commonwealth Government for the National Youth Week and contribution to child maintenance expenditure received from the Department of Health.

The remaining \$8.3 million, or three per cent, is related to goods and services received free of charge from Department of Corporate and Information Services (non-cash), sale of goods and services for adoptions processing fees, proceeds received on disposal of minor assets and other income which include repayment of funding to the agency paid in prior years, receipts by the agency under the *Information Act* and revenue received for child benefits from the Department of Human Services for children in detention.

**TABLE 14: COMPARISON BETWEEN YEARS OF INCOME BY CATEGORY**

Income Category	2016-17	2015-16	Variation	
	\$000	\$000	\$000	%
Output Appropriation <sup>(1)</sup>	247,358	158,251	89,107	56.3
Commonwealth Appropriation <sup>(2)</sup>	16,950	18,451	(1,501)	(8.1)
Grants and Subsidies <sup>(3)</sup>	246	443	(197)	(44.4)
Goods and Services received free of charge	7,847	6,608	1,239	18.7
Other Income <sup>(4)</sup>	494	203	291	143.3
<b>Total Income</b>	<b>272,895</b>	<b>183,956</b>	<b>88,939</b>	<b>48.3</b>

### Key Variations:

1. An increase of \$89.1 million in Output Appropriation due to:
  - transfer in of functions as part of Machinery of Government changes (\$65.6 million);
  - additional funding for out-of-home care and youth justice services (\$15.9 million);
  - additional funding for the Northern Territory Pensioner and Carers Concession Scheme reform (\$3 million);
  - efficiency dividend discount of 67 per cent (\$1.4 million);
  - additional funding for the Royal Commission into Child Protection (\$2.5 million); and
  - other minor budget variations, including property leases, community service obligations and Northern Territory Council for Social Services (\$0.7 million).



### Key Variations (continued)

2. \$1.5 million decrease related to the National Partnership Agreement on Northern Territory Remote Aboriginal Investment.
3. A decrease of \$0.2 million in Grants and Subsidies made up of
  - the cessation of the Alice Springs Transformation Plan agreement (\$0.4 million)
  - the transfer in of the National Youth Week Funding agreement due to Machinery of Government (\$0.04 million)
  - the agreement with the Department of Health to make a contribution for child-related maintenance expenditure (\$0.2 million).
4. \$0.3 million increase related to receipt of child benefit payments from the Department of Human Services for children in detention and funding for the Australian Juvenile Justice Administrators (this funding was transferred to the Victorian Government during 2016-17).

### Expenses

In 2016-17 Territory Families expended \$277.3 million, an increase of 49.4 per cent on 2015-16. Increases were predominantly attributable to the Machinery of Government changes which resulted in increased expenditure and rising cost of out of home care services.

**TABLE 15: COMPARISON BETWEEN YEARS OF EXPENSES BY CATEGORY**

Expense Category	2016-17	2015-16	Variation	
	\$000	\$000	\$000	%
Employee <sup>(1)</sup>	91,716	68,751	22,965	33.4
Administrative				
Purchase of Goods and Services <sup>(2)</sup>	23,600	14,620	8,980	61.4
Repairs and Maintenance <sup>(3)</sup>	1,384	472	912	193.2
Property Management <sup>(4)</sup>	2,418	1,777	641	36.0
Depreciation <sup>(5)</sup>	3,797	1,080	2,717	251.5
Goods and Services Free of Charge	7,847	6,608	1,239	18.7
Other Administrative <sup>(6)</sup>	60	938	(878)	(93.6)
Grants and Subsidies <sup>(7)</sup>	121,921	91,273	30,648	33.5
Community Service Obligations <sup>(8)</sup>	24,590	-	24,590	-
<b>Total Expenses</b>	<b>277,333</b>	<b>185,519</b>	<b>91,814</b>	<b>49.4</b>

### Key Variations:

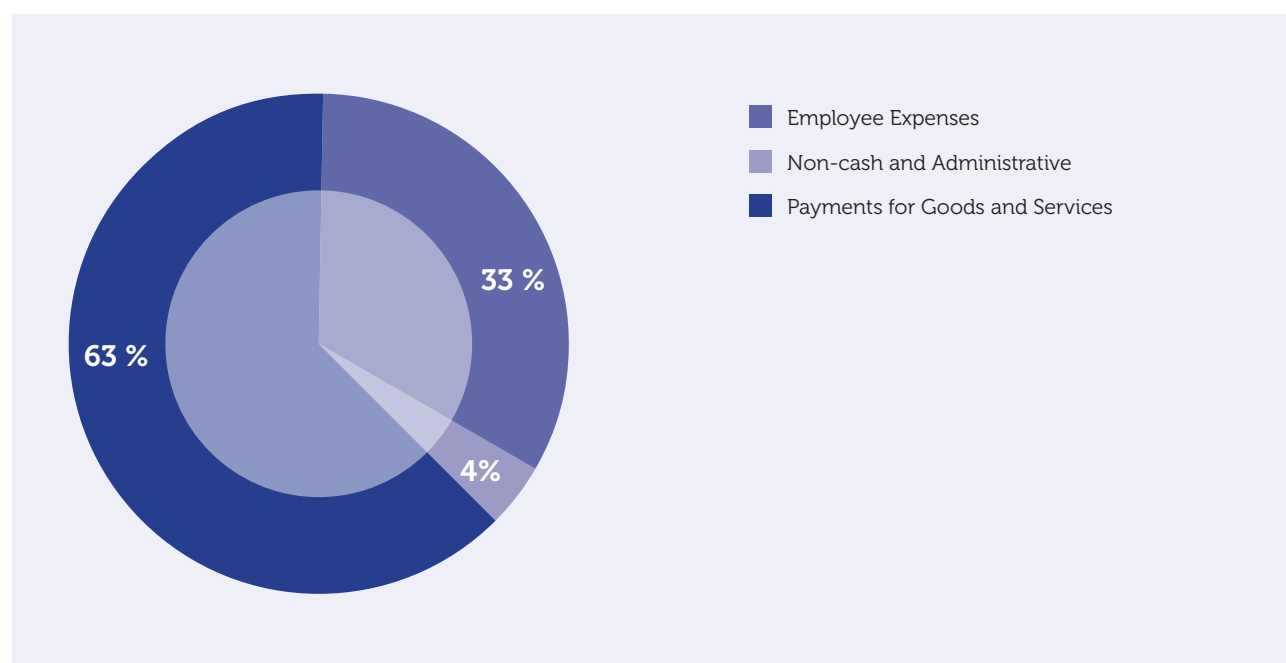
1. \$23.0 million increase due to Machinery of Government changes that resulted in an increase in full-time equivalent employees from 622 in 2015-16 to 831 in 2016-17.
2. \$9 million increase mainly due to the Intensive Family Preservation Service Program and purchase of Social and Emotional Wellbeing services related to the Royal Commission.
3. \$0.9 million increase due to the transfer of the Youth Justice Don Dale and Alice Springs detention facilities as part of the Machinery of Government asset transfers which require substantial ongoing maintenance.
4. \$0.6 million increase due to water, sewerage and power costs for the Don Dale Youth Detention facilities, transferred as part of Machinery of Government changes.
5. \$2.7 million increase due to the transfer of depreciable assets as part of Machinery of Government changes and capitalised work in progress.

### Key Variations (continued)

6. \$0.9 million decrease made up of a reduction of a prior year balance for recognition of building repairs not capitalised in 2015-16 and not taken into account when the buildings were revalued, offset by an increase of \$0.03 million in bad debts and petty cash written off, and increase in doubtful debt expenses.
7. \$30.7 million increase due to rise in out-of-home care costs and additional grant and subsidy programs transferred through Machinery of Government changes, including the domestic/family violence program, youth justice-related programs and concessions for seniors, pensioners and carers as part of the Northern Territory Pensioner and Carers Concession Scheme.
8. \$24.6 million increase related to the transfer of the Northern Territory Pensioner and Carers Concession Scheme to Territory Families as part of Machinery of Government changes.

The agency's expenditure profile included \$173.9 million, or 62.7 per cent, related to payments to external providers for goods and services, \$91.7 million, or 33.1 per cent, related to payments to employees and \$11.7 million, or 4.2 per cent, related to non-cash items and administrative expenditure, such as depreciation, building repairs and goods and services received free of charge from Department of Corporate and Information Services.

### CHART 6: TERRITORY FAMILIES EXPENDITURE PROFILE



### Statement of Financial Position (Financial Position)

The Statement of Financial Position presents the balances for assets, liabilities and equity (net of assets and liabilities). Equity is the net worth of the agency and represents financial health.

The agency's assets comprise cash, receivables (future income), pre-payments and property (land, buildings and equipment). The majority of cash has been received as Northern Territory Government Output Appropriation and Commonwealth Government Output Appropriation for the delivery of the National Partnership Agreement on Remote Aboriginal Investment. Agency assets are mainly land and buildings used as residential care facilities, detention centres and women's and men's safe houses.

The agency's liabilities comprise payables (payments to creditors) and provisions related predominantly to employee benefits.

**TABLE 16: COMPARISON BETWEEN YEARS OF ASSETS, LIABILITIES AND EQUITY**

Category	2016-17	2015-16	Variation	
	\$000	\$000	\$000	%
Assets <sup>(1)</sup>	58,901	18,623	40,278	216.3
Liabilities <sup>(2)</sup>	22,359	15,031	7,328	48.7
<b>Equity<sup>(3)</sup></b>	<b>36,542</b>	<b>3,592</b>	<b>32,950</b>	<b>917.3</b>

**Key Variations:****1. \$40.3 million increase made up of:**

- \$9 million increase in cash mainly due to the cash balance of the National Partnership on Remote Aboriginal Investment agreement funding (\$8.1 million) and unpaid creditor invoices;
- \$0.8 million increase in accounts receivables mainly due to an increase in the amount of GST receivable from the Australian Taxation Office; and
- \$30.5 million increase in property, plant and equipment made up of transfer of assets as part of the Machinery of Government changes, capital work in progress capitalised during the year and revaluation of assets performed by Colliers International (NT) Pty Ltd.

**2. \$7.3 million increase related to \$5.0 million increase in accounts payables and \$2.3 million increase in provisions for employee recreation leave liability as a result of Machinery of Government changes.****3. \$33.0 million increase in equity made up of:**

- \$3.5 million equity injection from Treasury, \$1.6 million increase in equity due to Machinery of Government transfers and \$5.7 million net transfers in of capital work in progress capitalised during the year.
- \$26.6 million increase in asset revaluation reserve due to transfer of assets as part of the Machinery of Government changes and revaluation of assets performed by Colliers International (NT) Pty Ltd.
- \$4.4 million increase in accumulated deficit due to current year operating deficit.



## Certification of the Financial Statements

We certify that the attached financial statements for Territory Families have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* 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 2017 and the financial position on that date.

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



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Kenneth Lindsay Davies  
Chief Executive Officer

30 September 2017



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Kim Charles  
Chief Financial Officer

30 September 2017

## COMPREHENSIVE OPERATING STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 \$000	2016 \$000
<b>INCOME</b>			
Grants and subsidies revenue			
Current		246	443
Appropriation			
Output		247,358	158,251
Commonwealth		16,950	18,451
Sales of goods and services		52	41
Goods and services received free of charge	4	7,847	6,608
Gain on disposal of assets	5	2	-
Other income		440	162
<b>TOTAL INCOME</b>	<b>3</b>	<b>272,895</b>	<b>183,956</b>
<b>EXPENSES</b>			
Employee expenses		91,716	68,751
Administrative expenses			
Purchases of goods and services	6	23,600	14,620
Repairs and maintenance		1,384	472
Property management		2,418	1,777
Depreciation and amortisation	10	3,797	1,080
Goods and services received free of charge		7,847	6,608
Other administrative expenses		60	938
Grants and subsidies expenses			
Current		121,148	91,273
Capital		773	-
Community service obligations		24,590	-
<b>TOTAL EXPENSES</b>	<b>3</b>	<b>277,333</b>	<b>185,519</b>
<b>NET DEFICIT</b>		<b>(4,438)</b>	<b>(1,563)</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to net deficit</b>			
Changes in asset revaluation surplus		26,618	(38)
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>26,618</b>	<b>(38)</b>
<b>COMPREHENSIVE RESULT</b>		<b>22,180</b>	<b>(1,601)</b>

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

## BALANCE SHEET AS AT 30 JUNE 2017

	Note	2017 \$000	2016 \$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and deposits	8	15,649	6,733
Receivables	9	2,175	1,260
Prepayments		68	159
<b>Total Current Assets</b>		<b>17,892</b>	<b>8,152</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	10,11	41,009	10,471
<b>Total Non-Current Assets</b>		<b>41,009</b>	<b>10,471</b>
<b>TOTAL ASSETS</b>		<b>58,901</b>	<b>18,623</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	12	12,273	7,266
Provisions	13	10,086	6,126
<b>Total Current Liabilities</b>		<b>22,359</b>	<b>13,392</b>
<b>Non-Current Liabilities</b>			
Provisions	13	-	1,639
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>1,639</b>
<b>TOTAL LIABILITIES</b>		<b>22,359</b>	<b>15,031</b>
<b>NET ASSETS</b>		<b>36,542</b>	<b>3,592</b>
<b>EQUITY</b>			
Capital		37,653	26,883
Asset Revaluation Reserve	15	27,048	430
Accumulated funds		(28,159)	(23,721)
<b>TOTAL EQUITY</b>		<b>36,542</b>	<b>3,592</b>

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 2017

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
<b>2016-17</b>					
<b>Accumulated Funds</b>		(23,721)	(4,438)	-	(28,159)
<b>Asset Revaluation Reserve</b>	15	430	(24,084)	50,702	27,048
<b>Capital – Transactions with Owners</b>					
Equity injections					
Equity transfers in		21,040	-	8,799	29,839
Other equity injections		18,364	-	5,109	23,473
Equity withdrawals					
Capital withdrawal		(8,292)	-	(2,112)	(10,404)
Equity transfers out		(4,229)	-	(1,026)	(5,255)
		26,883	-	10,770	37,653
<b>Total Equity at End of Financial Year</b>		<b>3,592</b>	<b>(28,522)</b>	<b>61,472</b>	<b>36,542</b>
<b>2015-16</b>					
<b>Accumulated Funds</b>		(22,158)	(1,563)	-	(23,721)
<b>Asset Revaluation Reserve</b>	15	468	(38)	-	430
<b>Capital – Transactions with Owners</b>					
Equity injections					
Equity transfers in		19,655	-	1,385	21,040
Other equity injections		18,364	-	-	18,364
Equity withdrawals					
Capital withdrawal (d)		(8,292)	-	-	(8,292)
Equity transfers out		(789)	-	(3,440)	(4,229)
		28,938	-	(2,055)	26,883
<b>Total Equity at End of Financial Year</b>		<b>7,248</b>	<b>(1,601)</b>	<b>(2,055)</b>	<b>3,592</b>

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 2017

Note	2017 \$000	2016 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Operating Receipts</b>		
Grants and subsidies received		
Current	246	443
Appropriation		
Output	247,358	158,251
Commonwealth	16,950	18,451
Receipts from sales of goods and services	8,806	6,165
<b>Total Operating Receipts</b>	<b>273,360</b>	<b>183,310</b>
<b>Operating Payments</b>		
Payments to employees	(89,104)	(70,058)
Payments for goods and services	(31,798)	(21,166)
Grants and subsidies paid		
Current	(121,148)	(91,273)
Capital	(773)	-
Community service obligations	(24,590)	-
<b>Total Operating Payments</b>	<b>(267,413)</b>	<b>(182,497)</b>
<b>Net Cash From Operating Activities</b>	<b>5,947</b>	<b>813</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Investing Receipts</b>		
Proceeds from asset sales	-	4
<b>Total Investing Receipts</b>	<b>-</b>	<b>4</b>
<b>Investing Payments</b>		
Purchases of assets	(28)	(170)
<b>Total Investing Payments</b>	<b>(28)</b>	<b>(170)</b>
<b>Net Cash Used in Investing Activities</b>	<b>(28)</b>	<b>(166)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Financing Receipts</b>		
Equity injections		
Other equity injections	5,109	-
<b>Total Financing Receipts</b>	<b>5,109</b>	<b>-</b>
<b>Financing Payments</b>		
Equity withdrawals	(2,112)	-
<b>Total Financing Payments</b>	<b>(2,112)</b>	<b>-</b>
<b>Net Cash From Financing Activities</b>	<b>2,997</b>	<b>-</b>
Net increase in cash held	8,916	647
Cash at beginning of financial year	6,733	6,086
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>15,649</b>	<b>6,733</b>

The Cash Flow Statement is to be read in conjunction with the notes to the financial statements.

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## 1. Objectives and Funding

Territory Families is a new government agency created on 12 September 2016 and responsible for delivering care and protection of children, youth justice, multicultural affairs, senior and pensioner concessions, social policy relating to children, family and sexual violence, men, women, seniors and young people and family and sexual violence reduction services.

The agency is predominantly funded by and is 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 summary financial information in the form of a Comprehensive Operating Statement by output group.

### a) Machinery of Government Changes

#### Transfers In

1. Details of Transfer: Multicultural Affairs, Senior Territorians Policy and Youth Affairs and Youth Services functions transferred from the Department of Chief Minister.

Basis of Transfer: Administrative Arrangements Order 12 September 2016

Date of Transfer: Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	577
Receivables	-
Property, plant and equipment	1
	<hr/> 578
<b>Liabilities</b>	
Payables	3
Provisions	109
Other liabilities	-
	<hr/> 112
<b>Net Assets</b>	<hr/> <b>466</b>

## Transfers In (continued)

2. Details of Transfer: Men's and Women's Policy and Family Violence Services functions transferred from the Department of Housing and Community Development

Basis of Transfer: Administrative Arrangements Order 12 September 2016

Date of Transfer: Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	-
Receivables	4
Property, plant and equipment	984
	<u>988</u>
<b>Liabilities</b>	
Payables	38
Provisions	551
Other liabilities	-
	<u>589</u>
<b>Net Assets</b>	<u><b>399</b></u>

3. Details of Transfer: Northern Territory Pensioner and Carer Concessions and Seniors Card function transferred from the Department of Health

Basis of Transfer: Administrative Arrangements Order 12 September 2016

Date of Transfer: Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	-
Receivables	-
Property, plant and equipment	4
	<u>4</u>
<b>Liabilities</b>	
Payables	2
Provisions	95
Other liabilities	-
	<u>97</u>
<b>Net Assets</b>	<u><b>(93)</b></u>



## Transfers In (continued)

4. Details of Transfer: Youth Justice, Youth Detention and Family Responsibility functions transferred from the former Department of Correctional Services

Basis of Transfer: Administrative Arrangements Order 12 September 2016

Date of Transfer: Effective from 1 July 2016

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

	\$000
<b>Assets</b>	
Cash	1
Receivables	14
Property, plant and equipment	48,709
	<u>48,724</u>
<b>Liabilities</b>	
Payables	462
Provisions	1,130
Other liabilities	-
	<u>1,592</u>
<b>Net Assets</b>	<u><b>47,132</b></u>

## 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* and related Treasurer's Directions. The *Financial Management Act* 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 is to 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.

The following new and revised accounting standards and interpretations were effective for the first time in 2016-17:

**AASB 124 Related Party Disclosures** This standard applies to not-for-profit sector for the first time in 2016-17. The accounting standard requires disclosures about the remuneration of key management personnel, transactions with related parties, and relationships between parent and controlled entities. For any such transactions, disclosures will include the nature of the related party relationship, as well as information about those transactions' terms/conditions and amounts, any guarantees given/received, outstanding receivables/payables, commitments, and any receivables where collection has been assessed as being doubtful.

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.

At 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 a potential impact on future reporting periods:

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

For lessees with operating leases, a right-of-use asset will now come onto the balance sheet together with a lease liability for all leases with a term of more than 12 months, unless the underlying assets are of low value. The Comprehensive Operating Statement will no longer report operating lease rental payments, instead a depreciation expense will be recognised relating to the right-to-use asset and interest expense relating to the lease liability.

While for lessors, the finance and operating lease distinction remains largely unchanged. For finance leases, the lessor recognises a receivable equal to the net investment in the lease. Lease receipts from operating leases are recognised as income either on a straight-line basis or another systematic basis where appropriate.

Consequently, it is expected that approximately \$4,000 in operating lease commitments will be required to be recognised in the balance sheet through a lease liability and corresponding right to use asset from 2019-20 in accordance with AASB 16 Leases. In the comprehensive income statement the operating lease expense will be replaced with a depreciation expense relating to the right to use asset and interest expense relating to the lease liability. These cannot be quantified at this time.

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

Under the new AASB 1058 Income for Not-for-Profit Entities, revenue from grants and donations will be recognised when any associated performance obligation to provide goods or services is satisfied, and not immediately upon receipt as currently occurs. Consequently, more liabilities will be recognised in the balance sheet after adoption of this standard.

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

While the full impacts are yet to be determined, potential 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 continue to be recognised as revenue as soon as they are controlled.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods, but are considered to have limited impact on future financial reporting.

### c) Reporting Entity

The financial statements cover the agency as an individual reporting entity. Territory Families ("the agency") is a Northern Territory agency established under the *Interpretation Act Administrative Arrangements Order*.

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

### d) Agency and Territory Items

The financial statements of Territory Families include income, expenses, assets, liabilities and equity over which 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 2015-16 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

The accounting policies adopted are consistent with those of the previous year except for Non-current leave liabilities recognition. Treasurer's Directions A3.4 Accounting Liabilities – Employee Benefits and Treasurer's Directions A6.2 Accounting Expenses – Employee Benefits were reissued in line with Australian Accounting Standards and now require all recreational leave to be classified as a current liability and recorded at nominal amounts. The previous requirement to recognise recreation leave that was not expected to fall due within 12 months as a non-current recreation leave liability has been removed.

### 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.

### 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 Taxation 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* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, Government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.



### 3. Comprehensive Operating Statement by Output Group

Note	Children and Families		Community Engagement and Programs		Seniors and Carers		Corporate and Governance		Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>										
Grants and subsidies revenue										
Current	210	443	36	-	-	-	-	-	246	443
Appropriation										
Output	193,716	146,949	4,246	-	34,112	-	15,284	11,302	247,358	158,251
Commonwealth	16,910	18,451	40	-	-	-	-	-	16,950	18,451
Sales of goods and services	50	41	-	-	1	-	1	-	52	41
Goods and services received free of charge	6,714	5,970	122	-	109	-	902	638	7,847	6,608
Gain on disposal of assets	1	-	-	-	-	-	1	-	2	-
Other income	362	52	55	-	23	-	-	110	440	162
<b>TOTAL INCOME</b>	<b>217,963</b>	<b>171,906</b>	<b>4,499</b>	<b>-</b>	<b>34,245</b>	<b>-</b>	<b>16,188</b>	<b>12,050</b>	<b>272,895</b>	<b>183,956</b>
<b>EXPENSES</b>										
Employee expenses										
Administrative expenses	76,612	58,183	1,763	-	1,307	-	12,034	10,568	91,716	68,751
Purchases of goods and services	19,639	13,312	316	-	313	-	3,332	1,308	23,600	14,620
Repairs and maintenance	1,348	427	3	-	33	-	-	45	1,384	472
Property management	2,308	1,730	15	-	7	-	88	47	2,418	1,777
Depreciation and amortisation	3,735	1,020	5	-	57	-	-	60	3,797	1,080
Goods and services received free of charge	6,714	5,970	122	-	109	-	902	638	7,847	6,608
Other administrative expenses	56	883	-	-	-	-	4	55	60	938
Grants and subsidies expenses										
Current	111,483	91,273	1,431	-	8,127	-	107	-	121,148	91,273
Capital	-	-	773	-	-	-	-	-	773	-
Community service obligations	-	-	-	-	24,590	-	-	-	24,590	-
<b>TOTAL EXPENSES</b>	<b>221,895</b>	<b>172,798</b>	<b>4,428</b>	<b>-</b>	<b>34,543</b>	<b>-</b>	<b>16,467</b>	<b>12,721</b>	<b>277,333</b>	<b>185,519</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(3,932)</b>	<b>(892)</b>	<b>71</b>	<b>-</b>	<b>(298)</b>	<b>-</b>	<b>(279)</b>	<b>(671)</b>	<b>(4,438)</b>	<b>(1,563)</b>
<b>OTHER COMPREHENSIVE INCOME</b>										
Items that will not be reclassified to net surplus/deficit										
Changes in asset revaluation surplus	26,618	(38)	-	-	-	-	-	-	26,618	(38)
<b>COMPREHENSIVE RESULT</b>	<b>22,686</b>	<b>(930)</b>	<b>71</b>	<b>-</b>	<b>(298)</b>	<b>-</b>	<b>(279)</b>	<b>(671)</b>	<b>22,180</b>	<b>(1,601)</b>

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

### 3. Comprehensive Operating Statement by Output Group (continued)

As a consequence of Agency Administrative Order changes on 12 September 2016, financial statements of the agency reflect the actual period of responsibility for the outputs, being the period 1 July 2016 to 30 June 2017 for the transferring output groups Community Engagement and Programs and Seniors and Carers and outputs of Youth Justice and Domestic Violence reported within the output group of Children and Families.

Comparative amounts for the prior year have not been adjusted.

#### 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 on passed 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
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

#### Rendering of Services

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured
- it is probable that the economic benefits associated with the transaction will flow to the entity.

#### 4. Goods and Services Received Free of Charge

	2017	2016
	\$000	\$000
Corporate and information services	7,847	6,608
	<b>7,847</b>	<b>6,608</b>

#### 5. Gain on Disposal of Assets

	2017	2016
	\$000	\$000
Proceeds from sale of minor assets	2	-
<b>Total Gain on Disposal of Assets</b>	<b>2</b>	<b>-</b>

#### 6. Purchases of Goods and Services

	2017	2016
	\$000	\$000
The net deficit has been arrived at after charging the following expenses:		
<b>Goods and services expenses:</b>		
Consultants <sup>(1)</sup>	134	-
Advertising <sup>(2)</sup>	33	14
Marketing and promotion <sup>(3)</sup>	224	219
Document production	189	171
Legal expenses <sup>(4)</sup>	1,158	839
Recruitment <sup>(5)</sup>	398	443
Training and study	1,056	1,470
Official duty fares	1,975	1,496
Travelling allowance	558	470
Agent service arrangements	1,801	1,882
Information technology charges	3,296	2,532
Motor vehicle expenses	2,004	1,821

<sup>(1)</sup> ConnectedSelf were engaged to conduct reviews on Early Intervention Youth Boot Camp Capacity Building 2016 and the Sentence Youth Boot Camp program implementation.

<sup>(2)</sup> Does not include advertising or marketing relating to recruitment.

<sup>(3)</sup> Includes advertising for marketing and promotion.

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

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

#### 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.

## 7. Write-offs, Postponements, Waivers, Gifts and Ex Gratia Payments

	Agency		Agency		Territory Items		Territory Items	
	2017	No. of Trans.	2016	No. of Trans.	2017	No. of Trans.	2016	No. of Trans.
	\$000		\$000		\$000		\$000	
<b>Write-offs, Postponements and Waivers Under the <i>Financial Management Act</i></b>								
Represented by:								
<i>Amounts written off, postponed and waived by Delegates</i>								
Irrecoverable amounts payable to the Territory or an agency written off	8	12	9	8	-	-	-	-
Losses or deficiencies of money written off	1	3	-	-	-	-	-	-
Public property written off	-	-	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
<b>Total Written Off, Postponed and Waived by Delegates</b>	<b>9</b>	<b>15</b>	<b>9</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Amounts written off, postponed and waived by the Treasurer</i>								
Irrecoverable amounts payable to the Territory or an agency written off	6	1	229	1	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	-	-	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
<b>Total Written Off, Postponed and Waived by the Treasurer</b>	<b>6</b>	<b>1</b>	<b>229</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>15</b>	<b>16</b>	<b>238</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Write-offs, Postponements and Waivers Authorised Under Other Legislation</b>								
<b>Gifts Under the <i>Financial Management Act</i></b>	-	-	21	2	-	-	-	-
<b>Gifts Authorised Under Other Legislation</b>	-	-	-	-	-	-	-	-
<b>Ex Gratia Payments Under the <i>Financial Management Act</i></b>	-	-	-	-	-	-	-	-

## 8. Cash and Deposits

	2017	2016
	\$000	\$000
Cash on hand	-	1
Cash at bank	15,649	6,732
	<b>15,649</b>	<b>6,733</b>



## 9. Receivables

	2017 \$000	2016 \$000
<b>Current</b>		
Accounts receivable	538	476
Less: Allowance for impairment losses	(193)	(148)
	345	328
GST receivables	1,776	900
Other receivables	54	32
<b>Total Receivables</b>	<b>2,175</b>	<b>1,260</b>

## 10. Property, Plant and Equipment

	2017 \$000	2016 \$000
<b>Land</b>		
At fair value	8,250	2,140
<b>Buildings</b>		
At fair value	88,370	13,924
Less: Accumulated depreciation	(56,678)	(5,861)
	31,692	8,063
<b>Plant and Equipment</b>		
At fair value	2,324	305
Less: Accumulated depreciation	(1,257)	(185)
	1,067	120
<b>Computer Hardware</b>		
At cost	-	149
Less: Accumulated depreciation	-	(1)
	-	148
<b>Total Property, Plant and Equipment</b>	<b>41,009</b>	<b>10,471</b>

	Land \$000	Buildings \$000	Computer Hardware \$000	Plant and Equipment \$000	Total \$000
Carrying Amount as at 1 July 2016	2,140	8,063	148	120	10,471
Additions	-	-	-	28	28
Depreciation	-	(3,628)	-	(169)	(3,797)
Additions/(Disposals) from administrative restructuring	22,400	28,704	-	248	51,352
Additions/(Disposals) from asset transfers	-	6,347	(148)	840	7,039
Revaluation increments/ (decrements)	(16,290)	(7,794)	-	-	(24,084)
<b>Carrying Amount as at 30 June 2017</b>	<b>8,250</b>	<b>31,692</b>	<b>-</b>	<b>1,067</b>	<b>41,009</b>

**10. Property, Plant and Equipment (continued)**

	Land	Buildings	Computer Hardware	Transport Equipment	Plant and Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2015	2,140	12,127	-	-	178	14,445
Additions	-	-	149	21	-	170
Disposals	-	-	-	(21)	-	(21)
Depreciation	-	(999)	(1)	-	(80)	(1,080)
Additions/(Disposals) from asset transfers	-	(3,065)	-	-	22	(3,043)
<b>Carrying Amount as at 30 June 2016</b>	<b>2,140</b>	<b>8,063</b>	<b>148</b>	<b>-</b>	<b>120</b>	<b>10,471</b>

**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 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 and the cost of construction work in progress is recognised as an asset of that agency. 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.

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 2017 were independently conducted. The valuer was Colliers International (NT) Pty Ltd. Refer to Note 11: Fair Value Measurement of Non-Financial Assets for additional disclosures.

**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

**10. Property, Plant and Equipment - Impairment of Assets (continued)**

recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated 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 15 provides additional information in relation to the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2017. 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.

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

	2017	2016
Buildings	50 years	50 years
Demountables	20 years	20 years
Computer Hardware	6 years	6 years
Transport Equipment	2 years	2 years
Plant and Equipment	1-15 years	1-15 years

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

**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.

**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 are to be recognised as a deduction of the lease expenses over the term of the lease.

## 11. Fair Value Measurement of Non-Financial Assets

### a) Fair Value Hierarchy

Fair values of non-financial assets categorised by levels of inputs used to compute fair value are:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value \$000
<b>2016-17</b>				
<b>Asset Classes</b>				
Land (Note 10)	-	8,250	-	8,250
Buildings (Note 10)	-	672	31,020	31,692
Plant and Equipment (Note 10)	-	-	1,067	1,067
<b>Total</b>	<b>-</b>	<b>8,922</b>	<b>32,087</b>	<b>41,009</b>
<b>2015-16</b>				
<b>Asset Classes</b>				
Land (Note 10)	-	460	1,680	2,140
Buildings (Note 10)	-	598	7,465	8,063
Computer Hardware (Note 10)	-	-	148	148
Plant and Equipment (Note 10)	-	-	120	120
<b>Total</b>	<b>-</b>	<b>1,058</b>	<b>9,413</b>	<b>10,471</b>

For details of transfers between Level 2 and Level 3 during 2016-17, refer note 11 (c) (i) Reconciliation of Recurring Level 3 Fair Value Measurements.

### b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2016-17 are:

Asset Classes	Level 2 Techniques	Level 3 Techniques
Land	Market	-
Buildings	Market	Cost
Plant and Equipment	-	Cost

Colliers International (NT) Pty Ltd provided valuations for the land and buildings. Level 2 fair values of land and buildings were based on market evidence of sales price per square metre of comparable land and buildings.

Level 3 fair values of specialised buildings were determined by computing their depreciated replacement costs because an active market does not exist for such facilities. The depreciated replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage and records of the current condition of the facilities.



### c) Additional Information for Level 3 Fair Value Measurements

#### (i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Land <sup>(1)</sup> \$000	Buildings \$000	Computer Hardware \$000	Plant and Equipment \$000	Total \$000
<b>2016-17</b>					
Fair value as at 1 July 2016	1,680	7,465	148	120	9,413
Additions	-	-	-	28	28
Transfers to Level 2 <sup>(1)</sup>	(1,680)	(442)	-	-	(2,122)
Depreciation	-	(3,590)	-	(169)	(3,759)
Additions from administrative restructuring	-	28,704	-	248	28,952
Additions/(Disposals) from asset transfers	-	6,309	(148)	840	7,001
Losses recognised in other comprehensive income	-	(7,426)	-	-	(7,426)
<b>Fair value as at 30 June 2017</b>	<b>-</b>	<b>31,020</b>	<b>-</b>	<b>1,067</b>	<b>32,087</b>
<b>2015-16</b>					
Fair value as at 1 July 2015	1,680	11,511	-	178	13,369
Additions	-	-	149	-	149
Depreciation	-	(981)	(1)	(80)	(1,062)
Additions/(Disposals) from asset transfers	-	(3,065)	-	22	(3,043)
<b>Fair value as at 30 June 2016</b>	<b>1,680</b>	<b>7,465</b>	<b>148</b>	<b>120</b>	<b>9,413</b>

<sup>(1)</sup> The transfers out of Level 3 consist of land at Holtze and Stuart Park which was classified by the previous valuer (TPC) as Level 3 inputs. Colliers International (NT) Pty Ltd has classified this land as Level 2 as these properties are on land that is readily saleable.

#### (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.

## 12. Payables

	2017 \$000	2016 \$000
Accounts payable	4,943	1,644
Accrued expenses	7,330	5,622
<b>Total Payables</b>	<b>12,273</b>	<b>7,266</b>

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.

## 13. Provisions

	2017 \$000	2016 \$000
<b>Current</b>		
<i>Employee benefits</i>		
Recreation leave	7,532	4,174
Leave loading	1,320	988
Other employee benefits	11	23
<i>Other current provisions</i>		
Fringe Benefits Tax	86	64
Payroll Tax – On Cost	516	388
Employer Super Contributions – On Cost	621	489
	10,086	6,126
<b>Non-Current</b>		
<i>Employee benefits</i>		
Recreational Leave <sup>(1)</sup>	-	1,639
<b>Total Provisions</b>	<b>10,086</b>	<b>7,764</b>

The agency employed 831 full-time equivalent (FTE) employees as at 30 June 2017 (622 FTE employees as at 30 June 2016).

1. Treasurer's Directions A3.4 Accounting Liabilities – Employee Benefits and Treasurer's Directions A6.2 Accounting Expenses – Employee Benefits were reissued in line with Australian Accounting Standards and now require all recreational leave to be classified as a current liability and recorded at nominal amounts. The previous requirement to recognise recreation leave that was not expected to fall due within 12 months as a non-current recreation leave liability has been removed.

### 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, sick leave and other leave entitlements
- other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government agencies, including 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)
- non-government employee-nominated schemes for those employees commencing on or after 10 August 1999.

### 13. Provisions - Superannuation (continued)

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.

## 14. 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.

2017		2016	
Internal	External	Internal	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 sheet date but not recognised as liabilities are payable as follows:

Within one year	-	-	-	11
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	-	-	<b>11</b>

#### (ii) Operating Lease Commitments

The agency leases property under non-cancellable operating leases expiring within 1 year. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	-	4	-	13
Later than one year and not later than five years	-	-	-	4
Later than five years	-	-	-	-
	-	<b>4</b>	-	<b>17</b>

#### (iii) Other Expenditure Commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	-	14,586	-	27,158
Later than one year and not later than five years	-	8,932	-	20,007
Later than five years	-	-	-	-
	-	<b>23,518</b>		<b>47,165</b>

## 15. 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.

(ii) Movements in the asset revaluation surplus

	2017 \$000	2016 \$000
Balance as at 1 July	430	468
Decrement – land	(16,290)	-
Decrement – buildings	(7,794)	-
Transfers in	50,702	(38)
<b>Balance as at 30 June</b>	<b>27,048</b>	<b>430</b>

## 16. Notes to the Cash Flow Statement

### Reconciliation of Cash

The total of agency 'Cash and deposits' of \$15.7 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

### RECONCILIATION OF NET DEFICIT TO NET CASH FROM OPERATING ACTIVITIES

	2017 \$000	2016 \$000
<b>Net Deficit</b>	(4,438)	(1,563)
<i>Non-cash items:</i>		
Depreciation and amortisation	3,797	1,080
Asset write-offs/write-downs	-	883
Asset donations/gifts	-	17
Doubtful debt expense	-	31
Repairs and Maintenance – Minor New Work Non Cash	84	67
<i>Changes in assets and liabilities:</i>		
Decrease/(Increase) in receivables	(915)	(227)
Decrease/(Increase) in prepayments	91	5
(Decrease)/Increase in payables	5,008	77
(Decrease)/Increase in provision for employee benefits	2,040	478
(Decrease)/Increase in other provisions	280	(35)
<b>Net Cash from Operating Activities</b>	<b>5,947</b>	<b>813</b>



## 17. 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 instruments held by Territory Families include cash and deposits, receivables and payables. Territory Families has limited exposure to financial risks as discussed below.

### 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, and payables.

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 agency's exposure to these risks is minimal.

### a) Categorisation of Financial Instruments

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

### 2016-17 CATEGORISATION OF FINANCIAL INSTRUMENTS

	Fair value through profit or loss						
	Held for trading	Designated at fair value	Held to maturity investments	Financial assets - Loans and receivables	Financial assets - available for sale	Financial liabilities- amortised cost	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash and deposits	-	-	-	15,649	-	-	15,649
Receivables <sup>1</sup>							
Accounts receivable	-	-	-	345	-	-	345
Other receivables	-	-	-	54	-	-	54
	-	-	-	399	-	-	399
<b>Total Financial Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,048</b>	<b>-</b>	<b>-</b>	<b>16,048</b>
Payables <sup>1</sup>	-	-	-	-	-	12,273	12,273
<b>Total Financial Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,273</b>	<b>12,273</b>

<sup>1</sup> Total amounts disclosed here exclude statutory amounts

## 2015-16 CATEGORISATION OF FINANCIAL INSTRUMENTS

	Fair value through profit or loss						
	Held for trading	Designated at fair value	Held to maturity investments	Financial assets - Loans and receivables	Financial assets - available for sale	Financial liabilities - amortised cost	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash and deposits	-	-	-	6,733	-	-	6,733
Receivables <sup>1</sup>							
Accounts receivable	-	-	-	328	-	-	328
Other receivables	-	-	-	32	-	-	32
	-	-	-	360	-	-	360
<b>Total Financial Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,093</b>	<b>-</b>	<b>-</b>	<b>7,093</b>
Payables <sup>1</sup>	-	-	-	-	-	7,266	7,266
<b>Total Financial Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,266</b>	<b>7,266</b>

<sup>1</sup> Total amounts disclosed here exclude statutory amounts

## Classification of Financial Instruments

AASB 7 Financial Instruments: Disclosures requires financial instruments to be classified and disclosed within specific categories depending on their nature and purpose.

Financial assets are classified into the following categories:

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

Financial liabilities are classified into the following categories:

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

An instrument is classified as held for trading if it is:

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit
- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

A financial instrument may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy and information about the grouping is provided internally on that basis

### 17. Financial Instruments - Financial Assets or Financial Liabilities at Fair Value through Profit or Loss (continued)

- it forms part of a contract containing one or more embedded derivatives and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.
- Financial liabilities at fair value through profit or loss include deposits held excluding statutory deposits, accounts payable and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

#### Held-to-Maturity Investments

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 are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

#### Loans and Receivables

Refer note 9, Loans and receivables exclude statutory receivables.

#### 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. After initial recognition available-for-sale securities are measured at fair value with gains or losses being 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 instrument liabilities measured at amortised cost include accounts payable and accrued expenses, refer note 12.

#### 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.

## NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

### Receivables

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and aging analysis of receivables is presented below.

Internal Receivables	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
<b>2016-17</b>			
Not overdue	98	-	98
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>98</b>	<b>-</b>	<b>98</b>
<b>2015-16</b>			
Not overdue	7	-	7
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
<b>Total</b>	<b>7</b>	<b>-</b>	<b>7</b>

External Receivables	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
<b>2016-17</b>			
Not overdue	36	-	36
Overdue for less than 30 days	25	-	25
Overdue for 30 to 60 days	4	-	4
Overdue for more than 60 days	375	(193)	182
<b>Total</b>	<b>440</b>	<b>(193)</b>	<b>247</b>

### Reconciliation of the Allowance for Impairment Losses

Opening	148
Written off during the year	(6)
Recovered during the year	-
Increase/(Decrease) in allowance recognised in profit or loss	51
<b>Total</b>	<b>193</b>

### 2015-16

Not overdue	166	-	166
Overdue for less than 30 days	4	-	4
Overdue for 30 to 60 days	12	-	12
Overdue for more than 60 days	319	(148)	171
<b>Total</b>	<b>501</b>	<b>(148)</b>	<b>353</b>

### Reconciliation of the Allowance for Impairment Losses

Opening	374
Written off during the year	(256)
Recovered during the year	(1)
Increase/(Decrease) in allowance recognised in profit or loss	31
<b>Total</b>	<b>148</b>



### 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 liquidity to meet its liabilities when they fall due.

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities.

### 2017 MATURITY ANALYSIS FOR FINANCIAL ASSETS AND LIABILITIES

	Variable Interest Rate			Fixed Interest Rate			Non-Interest Bearing	Total
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years		
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>								
Cash and deposits	-	-	-	-	-	-	15,649	15,649
Receivables								
Accounts receivables	-	-	-	-	-	-	345	345
Other receivables	-	-	-	-	-	-	54	54
	-	-	-	-	-	-	399	399
<b>Total Financial Assets</b>	-	-	-	-	-	-	<b>16,048</b>	<b>16,048</b>
<b>Liabilities</b>								
Payables	-	-	-	-	-	-	12,273	12,273
<b>Total Financial Liabilities</b>	-	-	-	-	-	-	<b>12,273</b>	<b>12,273</b>

### 2016 MATURITY ANALYSIS FOR FINANCIAL ASSETS AND LIABILITIES

	Variable Interest Rate			Fixed Interest Rate			Non-Interest Bearing	Total
	Less than a Year	1 to 5 Years	More than 5 Years	Less than a Year	1 to 5 Years	More than 5 Years		
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>								
Cash and deposits	-	-	-	-	-	-	6,733	6,733
Receivables								
Accounts receivables	-	-	-	-	-	-	328	328
Other receivables	-	-	-	-	-	-	32	32
	-	-	-	-	-	-	360	360
<b>Total Financial Assets</b>	-	-	-	-	-	-	<b>7,093</b>	<b>7,093</b>
<b>Liabilities</b>								
Payables	-	-	-	-	-	-	7,266	7,266
<b>Total Financial Liabilities</b>	-	-	-	-	-	-	<b>7,266</b>	<b>7,266</b>

## 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.

## e) Net Fair Value

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.

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
- 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.

## 18. 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 agency include:

- the Portfolio Minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the agency directly
- spouses, children and dependents who are close family members of the Portfolio Minister or KMP
- all public sector entities that are controlled and consolidated into the whole of government financial statements
- 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 20 former and current key management personnel.

### iii) Remuneration of Key Management Personnel

The details below exclude the salaries and other benefits of 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:

	2016-17 \$000
Short-term benefits	4,046
Long-term benefits	-
Termination benefits	369
Post-employment benefits	343
<b>Total</b>	<b>4,758</b>

### iv) Related party transactions:

#### Transactions with Northern Territory Government controlled entities

The agencies' 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.

**iv) Related party transactions (continued)****Transactions with Northern Territory Government controlled entities (continued)**

Related Party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	2017	2017	2017	2017
	\$000	\$000	\$000	\$000
All NTG Government departments	8,078	45,219	98	436
Associates	-	-	-	-
Subsidiaries	-	-	-	-

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

- payments to the Department of Corporate and Information Services for the central billing for computers, multifunction devices and lease property management (\$1.1 million) and revenue and expense for services received free of charge from (\$7.9 million);
- payments made to the Department of Health for the provision of shared services (\$1.7 million);
- payments made to the Northern Territory Police, Fire and Emergency Services (\$1.3 million) for police intelligence officers employed to the Family Safety Framework program and the use of the Supportlink system;
- payments to the Northern Territory Fleet for the management of fleet vehicles (\$1.6 million); and
- Payments to Power and Water Corporation (\$10.5 million) and Power Retail Corporation (\$14.3 million) for community service obligations.

**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.

The agency had no other related party transactions in excess of \$10,000 for 2016-17.

**19. Contingent Liabilities and Contingent Assets****a) Contingent Liabilities**

Territory Families had no contingent liabilities warranting disclosure as at 30 June 2017 or 30 June 2016.

**b) Contingent Assets**

Territory Families had no contingent assets warranting disclosure as at 30 June 2017 or 30 June 2016.

**20. Events Subsequent to Balance Sheet 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.



## 21. Budgetary information

Comprehensive Operating Statement	2016-17 Actual \$000	2016-17 Mid-Year Budget \$000	Variance \$000	Note
<b>INCOME</b>				
Grants and subsidies revenue				
Current	246	77	169	1
Appropriation				
Output	247,358	227,275	20,083	2
Commonwealth	16,950	16,910	40	1
Sales of goods and services	52	34	18	3
Goods and services received free of charge	7,847	8,442	(595)	
Gain on disposal of assets	2	-	2	4
Other income	440	107	333	5
<b>TOTAL INCOME</b>	<b>272,895</b>	<b>252,845</b>	<b>20,050</b>	
<b>EXPENSES</b>				
Employee expenses	91,716	91,821	(105)	
Administrative expenses				
Purchases of goods and services	23,600	25,014	(1,414)	6
Repairs and maintenance	1,384	1,055	329	7
Property management	2,418	1,438	980	8
Depreciation and amortisation	3,797	2,116	1,681	9
Goods and services received free of charge	7,847	8,442	(595)	
Other administrative expenses	60	-	60	10
Grants and subsidies expenses				
Current	121,148	100,379	20,769	11
Capital	773	298	475	12
Community service obligations	24,590	24,178	412	
<b>TOTAL EXPENSES</b>	<b>277,333</b>	<b>254,741</b>	<b>22,592</b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b>(4,438)</b>	<b>(1,896)</b>	<b>(2,542)</b>	
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified to net surplus/deficit</b>				
Changes in asset revaluation surplus	26,618	-	26,618	13
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>26,618</b>	<b>-</b>	<b>26,618</b>	
<b>COMPREHENSIVE RESULT</b>	<b>22,180</b>	<b>(1,896)</b>	<b>24,076</b>	

### Comprehensive Operating Statement (continued)

#### Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1 million or where multiple significant variances have occurred.

1. Increase relates to a contribution made by Department of Health towards placement of a child over the age of 18. This is offset by the reclassification of \$40,000 of grants and subsidies revenue to Commonwealth appropriation for the National Outcome Standard for Perpetrator Interventions project agreement.
2. Increase is due to additional Northern Territory Government funding of \$15.2 million for out-of-home-care and youth justice services, \$3 million for the Northern Territory Pensioner and Carer Concessions Scheme, \$1.4 million efficiency dividend discount of 67 per cent and minor transfers between Northern Territory Government agencies.
3. Increase mainly due to a higher amount of adoption fees received as compared with budget.
4. Unbudgeted gain for sale of minor assets.
5. Other income relates to recovery of overpayments, receipt of child benefit payments from the Department of Human Services for children in detention and one-off funding to host the Australian Juvenile Justice Administrators.
6. A proportion of property management budget was attributed incorrectly to purchases of goods and services.
7. Variation relates to additional funding provided for repairs and maintenance of the Don Dale Youth Detention Centre.
8. Same as 6 above.
9. Attributable to higher than expected depreciation for Youth Justice assets compared with the budget allocation in the Machinery of Government transfer.
10. Increase associated with unbudgeted bad and doubtful debts expense.
11. Increase associated with \$15.2 million for out-of-home-care and youth justice services and \$3 million for the Northern Territory Pensioner and Carer Concessions Scheme.
12. Increase mainly due to the payment of a capital grant to a multicultural organisation that was unbudgeted.
13. Variations are associated with the transfer of revaluation reserve for assets as part of the machinery of government changes offset by the decreased value of land and buildings as valued by Colliers International (NT) Pty Ltd.

## NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

Balance Sheet	2016-17 Actual \$000	2016-17 Mid-Year Budget \$000	Variance \$000	Note
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and deposits	15,649	12,988	2,661	1
Receivables	2,175	1,260	915	2
Prepayments	68	171	(103)	3
<b>Total current assets</b>	<b>17,892</b>	<b>14,419</b>	<b>3,473</b>	
<b>Non-current assets</b>				
Property, plant and equipment	41,009	57,125	(16,116)	4
<b>Total non-current assets</b>	<b>41,009</b>	<b>57,125</b>	<b>(16,116)</b>	
<b>TOTAL ASSETS</b>	<b>58,901</b>	<b>71,544</b>	<b>(12,643)</b>	
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	12,273	7,494	4,779	5
Provisions	10,086	9,253	833	
<b>Total current liabilities</b>	<b>22,359</b>	<b>16,747</b>	<b>5,612</b>	
<b>TOTAL LIABILITIES</b>	<b>22,359</b>	<b>16,747</b>	<b>5,612</b>	
<b>NET ASSETS</b>	<b>36,542</b>	<b>54,797</b>	<b>(18,255)</b>	
<b>EQUITY</b>				
Capital	37,653	29,282	8,371	6
Reserves	27,048	51,132	(24,084)	7
Accumulated funds	(28,159)	(25,617)	(2,542)	8
<b>TOTAL EQUITY</b>	<b>36,542</b>	<b>54,797</b>	<b>(18,255)</b>	

### Balance Sheet (continued)

#### Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1 million or where multiple significant variances have occurred.

1. Increased cash is due to the timing of receipt and payment of invoices.
2. Variance relates to GST receivables.
3. The decrease is due to prepayments to foster carers which have been resolved. Payments are now made on time.
4. Decrease of \$16.1 million relates to the revaluation of land and building assets.
5. Although the agency was predominantly on time in payment of invoices, a variation has occurred between the timing of when the invoices were received and fell due for payment. The budget is based on 2015-16 actuals whereas Territory Families has become a much bigger agency in 2016-17.
6. Variation to capital is predominantly due to an increase from work in progress transfers in for capitalised assets.
7. Reserves were reduced due to revaluations conducted by Colliers International (NT) Pty Ltd resulting in a decrement to land of \$16.3 million and buildings \$7.8 million.
8. Variation is attributable to the operating deficit for the year.



## NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

Cash Flow Statement	2016-17 Actual \$000	2016-17 Mid-Year Budget \$000	Variance \$000	Note
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Operating receipts</b>				
Grants and subsidies received				
Current	246	77	169	1
Appropriation				
Output	247,358	227,275	20,083	2
Commonwealth	16,950	16,910	40	
Receipts from sales of goods and services	8,806	141	8,665	3
<b>Total operating receipts</b>	<b>273,360</b>	<b>244,403</b>	<b>28,957</b>	
<b>Operating payments</b>				
Payments to employees	(89,104)	(90,265)	1,161	4
Payments for goods and services	(31,798)	(27,358)	(4,440)	5
Grants and subsidies paid				
Current	(121,148)	(100,379)	(20,769)	6
Capital	(773)	(298)	(475)	7
Community service obligations	(24,590)	(24,178)	(412)	
<b>Total operating payments</b>	<b>(267,413)</b>	<b>(242,478)</b>	<b>(24,935)</b>	
<b>Net cash from operating activities</b>	<b>5,947</b>	<b>1,925</b>	<b>4,022</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Investing payments</b>				
Purchases of assets	(28)	-	(28)	8
<b>Total investing payments</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>	
<b>Net cash used in investing activities</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Financing receipts</b>				
Equity injections				
Other equity injections	5,109	6,829	(1,720)	9
<b>Total financing receipts</b>	<b>5,109</b>	<b>6,829</b>	<b>(1,720)</b>	
<b>Financing payments</b>				
Equity withdrawals	(2,112)	(2,498)	386	9
<b>Total financing payments</b>	<b>(2,112)</b>	<b>(2,498)</b>	<b>386</b>	
<b>Net cash from financing activities</b>	<b>2,997</b>	<b>4,331</b>	<b>(1,335)</b>	
Net increase in cash held	8,916	6,256	2,660	10
Cash at beginning of financial year	6,733	6,732	1	
<b>CASH AT END OF FINANCIAL YEAR</b>	<b>15,649</b>	<b>12,988</b>	<b>2,661</b>	

### Cash Flow Statement (continued)

#### Notes:

The following note descriptions relate to variances greater than 10 per cent or \$1 million or where multiple significant variances have occurred.

1. As per Note 21 Budgetary Information, stated in Comprehensive Operating Statement Note 1.
2. As per Note 21 Budgetary Information, stated in Comprehensive Operating Statement Note 2.
3. Predominantly associated with unbudgeted GST refund.
4. The variance is due to an increase in leave provisions.
5. Variance is associated with \$9.3 million unbudgeted GST payments, offset by increase in accounts payables of \$4.8 million.
6. As per Note 21 Budgetary Information, stated in Comprehensive Operating Statement Note 10.
7. As per Note 21 Budgetary Information, stated in Comprehensive Operating Statement Note 11.
8. Purchase of video conferencing equipment.
9. Variation in equity injections and withdrawals relates to Machinery of Government actuals being lower than expected.
10. As per Note 21 Budgetary Information, stated in Balance Sheet Note 1.



# APPENDIX

## FUNDING TO EXTERNAL PARTNERS



## APPENDIX: FUNDING TO EXTERNAL PARTNERS

Organisation	Totals (\$)	Service Plan Name
Acacia Hill School	500	Acacia Hill Community Harmony Day Big Breakfast and Multicultural Parade
AFL Northern Territory Limited	29,000	AFL NT Youth Program
African-Australian Women & Girls Association Inc. NT	2,205	Family Violence Workshop
		Miss African Darwin 2016
Alice Springs Indian Community Inc.	6,500	Indian Independence Day 2016 Celebration
Alice Springs Islamic Society Inc.	6,000	Mosque Open Day 2016
Alice Springs Malayalee Association Inc.	6,500	Onam 2016 celebration
		Easter and Vishu Celebration 2017
Alice Springs Senior Citizens Association Inc.	1,611	Seniors Month Lunch Tour
Alice Springs Town Council	225,000	After-Hours Youth Night Patrol
		Still Got Talent - 5th Edition
		Youth Week 2017 Movie Marathon
		School Holiday Program
Alice Springs Women's Shelter Inc.	2,886,869	ASWS Victim Support and Advocacy Service (Phase Two of the Alice Springs Integrated Response to Family and Domestic Violence)
		Crisis Accommodation
		Alice Springs Women's Shelter Safe House
		ASWS Domestic and Family Violence Counselling Service
		ASWS Domestic and Family Violence Community Education and Development
		Alice Springs Women's Shelter Building Plans
		Spring Women's Shelter Sexual Assault Specialist
		Critical Intervention Outreach Service - Remote
		Critical Intervention Outreach Service - Urban
Alice Springs Youth and Community Centre Inc.	106,000	Saturday Night Educational Activities Program
Alice Springs Youth Accommodation and Support Services Inc.	6,508	One off School Holiday Program
Alliance Francaise de Darwin Inc.	7,200	2016 Bastille Day celebration
		Monthly movie night
		Bastille Day 2017
Alzheimer's Australia NT Inc.	\$14,555	"Let's Talk About Dementia" flipchart resource
		Seniors 5 Steps Morning Tea
		Seniors Interactive Luncheon
Anglicare NT LTD	8,993,473	Moving On Program
		Intensive Youth Support Service - Alice Springs
		Intensive Youth Support Service - Darwin
		Intensive Youth Support Service - Katherine
		Individualised Residential Care Home Services in Alice Springs
		Individualised Residential Care Home Services in Katherine
		Youth Diversion Program 2015-17

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## APPENDIX: FUNDING TO EXTERNAL PARTNERS (CONTINUED)

Organisation	Totals (\$)	Service Plan Name
		Youth Circus/Drama Week
		Pandanus Project
		Alice Springs, Darwin, Katherine - Panel Contract - Out of Home Care: General Residential Care Service for a Period of 36 Months (D13-0431)
		Couch Surfing 2017
Anyinginyi Health Aboriginal Corporation	2,000	Bubble Sports in Tennant Creek
Arafura Dance Association	2,000	2017 Darwin Eisteddfod
Araluen Christian College	2,500	Brighten the Day!
Asthma Foundation NT Incorporated	1,230	Senior Women's Business Event
Australia China Friendship Society (NT) Branch	4,600	Multicultural Dancing Night 2016
		Darwin Waterfront Harmony Soiree 2017
Australia Indonesian Cultural Centre Inc.	1,500	Multicultural Food Festival
		Darwin Waterfront Harmony Soiree 2017
Australian Japanese Association of NT Inc.	9,110	Bunka no hi (Cultural Day)
		Darwin Waterfront Harmony Soiree 2017
		Kodomo No Hi (Children's Day) 2017
Australian Makassan College Inc.	3,000	"Forum for Parents and Workshops for Youth"
Australian Red Cross	201,300	Register of Appropriate Support Persons (RASP)
		Provision of Evacuation Centre Management for a Period of 36 Months (17-0020)
		Youth/Community Movie Nights
		Wet season at the SHAK
		National Youth Week at the SHAK
Awards Australia	11,655	Young Achiever Awards of the Northern Territory
Balai Bahasa Indonesia Australia Inc.	2,000	Indonesian and Balinese language course and Indonesian Education Day celebration
		Towards the Storytelling and Quiz Night
Balai Indonesia Inc.	28,250	Towards Pesona Indonesia 2017
Bangladesh Association of NT Inc.	4,000	"Bengali Festival of Dance and Music"
Barkly Regional Council	706,847	Ali Curung Safe House
		Elliott Safe House
		Barkly Youth Centre Program
		Barkly Regional Council School Holiday Programs
		Women Have the Power to Change the World
		Holiday Activities on Community
		Youth Week Movies at the Pool
Batchelor Area School Council Inc.	2,600	Harmony Day breakfast
		School Holiday Program
Breakout NT	2,000	Youth Vibe Holiday Program
Brown's Mart Arts Ltd	3,000	Cultural Weekend at Browns Mart Theatre – Yum Cha Arts
Buddhist Society of the NT Inc.	82,000	Multicultural Community Facilities Grant

Organisation	Totals (\$)	Service Plan Name
Bushmob Aboriginal Corporation	1,268,030	Loves Creek Youth Programs Sentenced Youth Boot Camp - SYBC
Cambodian Australian Community Association of the NT Inc.	1,800	Bonn Pchum Ben 2016 - Cambodian Cultural Festival Cambodian (Khmer) New Year 2017 Celebration
Casuarina Senior College	2,000	Indigenous University Tour
Carers NT	2,000	Youth Vibe Holiday Grant
CatholicCare NT	2,277,995	Milikapiti Family Safe House Alice Springs, Darwin, Katherine, Nhulunbuy, Tennant Creek - Provision of Services - Delivery of Intensive Family Preservation Period (D15-0235) Naiyu Women and Children's Safe House Youth Diversion Program 2015-17 No More Campaign Employment of community workers for the East Timorese and Italian Communities Case Management - Early Intervention Youth Boot Camp (EYICB) 2016
Central Australia Sikh Cultural Association Inc.	3,000	Guru Nanak Dev Ji birthday celebration 2016 Guru Gobind Singh birthday celebration 2016
Central Australian Aboriginal Congress Aboriginal Corporation	424,094	Central Australian Aboriginal Congress After-Hours Youth Night Patrol Creative Peer to Peer Youth Project Harry Potter themed movie night, with engagement activities Youth Night Social and Emotional Wellbeing Services (16-1126)
Central Australian Aviation Museum	1,250	Come fly with me (Wednesdays)
Centralian Middle School	3,500	Colour Splash CMS Health and Wellbeing Expo
Central Australian Women's Legal Service Inc.	1,500	International Women's Day Women's Movie Night 2017 Vaisakhi Celebration
Charles Darwin University	713,250	Domestic Family and Sexual Violence Program Higher Education Scholarship Vocational Education and Training (VET) Scholarship VET Scholarship International Women's Day Information Session Charles See Kee Leadership Scholarship
City of Darwin t/a Darwin City Council	59,079	Fun Bus Get That Job - Dream Big Become a DJ Jasmin Jan Art Workshops
City of Palmerston	6,650	Palmerston Seniors Forum Geekfest Palmy Pool Party 2017

Organisation	Totals (\$)	Service Plan Name
Coconut Grove Seniors Community Hall Inc.	1,500	To re-live their past & enjoy nature
Community Staffing Solutions Australia PTY LTD	2,581,944	Individualised Residential Care Home Service in Alice Springs
		Community Staffing Solutions - Community Based Children's Care Service - Alice Springs (16-0443)
Congolese Community in the NT Inc.	500	Congolese 2016 Independence Day celebrations
Coomalie Community Government Council	5,300	Go Wild Coomalie Seniors Month
		Mix it Up Coomalie
		Fabulous Food for Fun in Youth Week
Council on the Ageing (COTA) NT Inc.	173,250	Operational and Program Funding
		Casual Support Person for delivery of COTA programs to Portuguese/Timorese and Italian Seniors Groups
		Cultural information project
		Laughter Yoga
		Multicultural Brunch
		Retirement and Financial Planning Seminar
		Coomalie Seniors Picnic
		Spilates; Boxercise & Chair Aerobics
CREATE Foundation Limited	584,645	Out-of-home care Advocacy and Support Services
Crisis Accommodation Gove Inc.	580,272	Crisis Accommodation Gove Inc.
Cyprus Community of the NT Inc.	25,000	Cyprus Food and Wine Festival 2016
Danila Dilba Health Service	630,662	"Dreaming Big" Careers and Culture Expo
		Darwin - Provision of Social and Emotional Wellbeing Service - Darwin for a Period of 3 Months (16-1103)
Darwin Athletics Club	2,000	Coral Coast Athletics Carnival
Darwin Aboriginal & Islander Womens Shelter Inc.	1,430,872	Magdalene Safe House
		Women's and Children's Service
		Critical Intervention Outreach Service
Darwin Community Arts Inc.	14,900	Darwin Waterfront Harmony Soiree 2017
		CemeNTstars Disability Youth Drama Workshops
		VizAbility Theatre Music Project
		African Brothers Drumming at the Darwin Waterfront Harmony Soiree 2017.
Darwin Community Legal Service Inc.	300,000	Elder Abuse Prevention Program
Darwin High School	3,663	International Women's Day Morning Tea
		Seniors' Morning of Entertainment
Darwin Malayalee Association Inc.	4,000	"Thiruvonam 2016" (Onam 2016)
Darwin Middle School Council Inc.	500	Harmony Day Celebration Concert 2017
Darwin Table Tennis Association Inc.	1,500	Social Table Tennis
Darwin Sparkettes	5,000	Women in Resources Awards Dinner Presentation
Darwin Tongan Community Inc.	900	Tongan Day

Organisation	Totals (\$)	Service Plan Name
Darwin Toy Library Inc.	136,542	Darwin Toy Library
Darwin Veteran Golfers Club	1,000	Senior Month Invitation Golf Ambrose
Dawn House Inc.	1,533,530	Domestic Violence Frontline Services
		Domestic and Family Violence Community
		Education and Development
		Domestic and Family Violence Counselling Service
		Women's and Children's Service
		Safety Planning Booklet
Dream Calisthenics Dance Club	500	2016 Australian Nationals Calisthenics Championships
Driver Primary School	500	"Bucket Filler Friday" project
East Arnhem Regional Council	186,130	Youth Diversion Program 2015-17
		Gove Sporting Program
		International Women's Day Celebration in East Arnhem Land
		Angurugu seniors celebration (9-25 Aug)
		Celebrating our seniors in Galiwinku (2 - 31 Aug)
		Gapuwiyak Cultural Exchange (9-25 Aug)
		Miligimbi Aged Care Seniors Month (3-26 Aug)
		Umbakumba seniors celebration (9-26 Aug)
		Youth Week Activities throughout regions in East Arnhem
		EARC School Holiday Activities throughout the region
Fannie Bay History and Heritage Society Inc.	1,700	History Mystery Tours
FCD Health Ltd	1,000	Youth Vibe Holiday Grant
Fiji Association Northern Territory Inc.	6,700	Diwali Festival of Lights 2016 celebration
		Fiji Day 2016 (Independence Day) celebration
		Seniors Picnic Day
Filipiniana Senior Citizens Association Inc.	8,500	Activities for the Association's for the physical, emotional and social needs of senior members.
Filipino Australian Association of the Northern Territory Incorporated	38,500	Multicultural Community Facilities Grant
		118 <sup>th</sup> Philippine Independence Day celebration and 20th Barrio Fiesta
Forrest Parade School	500	"We All Belong" whole school activity
Foster Carers Association NT Incorporated	846,442	Foster Care Support
Friends of the Taminmin Library Inc.	2,000	13th Annual Taminmin Seniors' Poetry Lunch
Greek Orthodox Community of Northern Australia Incorporated	\$98,000	Multicultural Community Facilities Grant
		Darwin Waterfront Harmony Soiree 2017
		Glenti 2017
		Community Welfare Officer
		Seniors Program
Groote Eylandt and Miliyakburra Youth Development Unit Inc.	165,000	Youth Diversion Program 2015-17



Organisation	Totals (\$)	Service Plan Name
Hindu Society of Central Australia Inc.	3,500	"Navaratri Night"
Hindu Society of NT Inc.	142,000	"All Together"
		Multicultural Community Facilities Grant
Howard Springs School	500	Various Harmony Day activities
Industry Education Networking Pty Ltd (Trading as Safe Pathways)	5,435,631	Alice Springs, Darwin, Katherine - Panel Contract Out of Home Care, General Residential Care Service (D13-0431)
Indian Cultural Society Inc.	55,550	Diwali Festival of Lights 2016 celebration
		India at Mindil 2017
		Holi Festival of Colours 2017
Indonesia-Australia Community Darwin Inc.	1,000	Darwin Waterfront Harmony Soiree 2017
Integrated Disability Action	3,500	Know Your Rights Information Session
Islamic Society of Darwin Inc.	2,400	Towards Islamic Awareness Week 2017
		Darwin Waterfront Harmony Soiree
Itperylenge Aboriginal Corporation	1,400	International Women's Day Intercultural Dialogue
Jingili Primary School	500	Dancing workshops for students culminating in performances at International Twilight Markets
Kalymnian Brotherhood Darwin Inc.	2,000	St Panteleimon Festival
Katherine Regional Arts	1,500	STREET Currents
Katherine Senior Citizens Association Inc.	2,300	Lunch at a Rural Retreat
		Lunch at the Katherine Country Club
		Lunch hosted by Laura
		Tour on the Victoria River at Timber Creek (overnight)
Katherine Town Council	1,386	Katherine Public Library Seniors Month
Katherine Horse and Pony Club	1000	Litchfield Horse and Pony Club
Kings Hut	1,000	Quick Response Grant - Harmony Day Soiree, Waterfront
Larapinta Primary School	500	"Larapinta Harmony"
Liberian Community in the NT Inc.	500	"Harmony Day - Liberian Multicultural Experience"
Litchfield Council	500	Dream Big with the Mayor
Life Without Barriers	3,674,404	Alice Springs Supported Disability Care
Lifestyle Solutions (Aust) LTD	3,493,275	Lifestyle Solutions Community Based Children's Care
		Specialised Residential Care for Individual Child - QLD
		Service in Tennant Creek
		Alice Springs, Darwin, Katherine - Panel Contract Out of Home Care, General Residential Care Service (D13-0431)
Ludmilla Primary School	500	Harmony in Art Ludmilla project
Mabuhay Multicultural Association of Alice Springs Inc.	3,000	Towards the Philippine Independence Day 2017 celebration
Mabunji Aboriginal Resource Indigenous Corporation	103,304	Borroloola Safe House
		2017 International Women's Day Borroloola Wellbeing Activities
MacDonnell Regional Council	142,900	Youth Diversion Program 2015-17
		Youth Board Activities

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## APPENDIX: FUNDING TO EXTERNAL PARTNERS (CONTINUED)

Organisation	Totals (\$)	Service Plan Name
		Glen Helen School Holiday Bush Retreats
		NYW Leadership Forum
Malabam Health Board Aboriginal Corporation Inc.	98,400	Youth Diversion Program 2015-17
		Pink Ladies Day
Melaleuca Refugee Centre Torture & Trauma Survivor's Service of the Northern Territory Inc.	350,917	Family Harmony Refugee Parenting Support Program
		What's the Law Workshops
		Towards the Welcome to Country Cultural Exchange Program
		Towards the Top End World Refugee Day
Minyerri Arts and Cultural Centre	2,700	Young Makers Project
		International Women's Day Grants for Galiwin'ku Women's Space
Moil Primary School	500	Learning various dances from around the world (each class allocated a country)
Motor Trade Associations	1,750	2016 TIO Automotive Apprentice of the Year Awards
Multicultural Community Services of Central Australia Incorporated	184,480	Multicultural Grants Program
		Parenting Project What you need to know for "bringing up great kids"
		Big Day Out in Harmony 2017
Multicultural Council of the Northern Territory	350,349	Multicultural Lunch
		Multicultural Grants Program
		"Walking Together"
		Pakistan Cultural Society
		Happy Migrant
		My NT Love Your Body
		The RACE (The Racial and Cultural Experience)
		Tornt's Rapping workshops
		Urdu Language Classes
		Multicultural Dance – Harmony Soiree 2017
		Equipment hire for Oz Fusion 2017
Nakara Primary School	500	Harmony Day Assembly showcasing dances, singing and various cultural performances
National Seniors Australia - Central Australia	1,800	Adventure to Glen Helen
National Association for Prevention Child Abuse and Neglect Inc.	761,780	NAPCAN- NT Child Safe Services and Communities
National Pioneer Women's Hall of Fame	1,505	International Women's Day Film Night
Nemarluk School	700	Hands Across the Sea project
Nepalese Association of Northern Territory Inc.	21,200	Nepalese Dashain Festival 2073
		Nepalese language and culture classes

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## APPENDIX: FUNDING TO EXTERNAL PARTNERS (CONTINUED)

Organisation	Totals (\$)	Service Plan Name
		Towards the Nepalese New Year 2074 celebration
		Teej Women's Festival 2016 celebrations
		Tamu Losar 2073 celebration
		Satya Narayan & Graha Shanti POOJA festival
		Darwin Waterfront Harmony Soiree 2017
Nepalese Community of Alice Springs Inc.	3,000	Towards the Nepalese New Year celebration in 2017
Network Tindal Incorporated	2,000	Dream Big, Shine Bright, Sparkle More
Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation	30,000	Review of Sexual Violence in Central Australia
Nhulunbuy Community Toy Library Incorporated	17,094	Nhulunbuy Community Toy Library
Nigerian Association Northern Territory Australia Inc.	3,000	Nigerian Yoruba Language Classes for Children and Adults
Nightcliff Arts, Music and Culture Inc.	3,300	Shaking It Up Project Coordinator
North Australian Aboriginal Justice Agency	1,427	Law Day Dash
Northern Cowboys Association Inc.	2,000	2016 National Rodeo Finals
Northern Territory Ballroom Dancing Association Inc.	2,850	Argentine Tango Workshops
		Ballroom Workshop Weekend
		Come & Try Ballroom Dancing
		Discover Argentine Tango (come & try)
Northern Territory Hong Kong Club Inc.	1,500	Towards the Chinese New Year (Feb 2017) and Mah-jong Tournament (Mar 2017)
NT Badminton Association Inc.	1,600	Come & Try Badminton (Wednesdays & Fridays)
Northern Territory Council of Social Services Incorporated	150,000	Building the Capacity of the Domestic Family Violence Sector
NT Friendship and Support	2,000	Gourmet Gorge and Yoga in the Outback
Northern Territory Working Women's Centre	1,500	International Women's Day Film Night
NT Irish Association Inc.	400	Darwin Waterfront Harmony Soiree 2017
Darwin Veteran Golfers Club	1,000	Senior Month Invitation Golf Ambrose
NT Thai Association Inc.	6,000	Loy Krathong Festival
		NT Thai Songkran Festival
		Darwin Waterfront Harmony Soiree 2017
One Tree Community Services Inc.	380,000	Wadeye Safe House
Operations Flinders Foundation Inc.	340,000	Northern Territory Early Intervention Youth Boot Camp (EIYBC) 2016
Pakistan Association of the NT Inc.	400	Darwin Waterfront Harmony Soiree 2016
Palmerston Combined Probus Club Inc.	2,000	Adelaide River Tour
Palmerston Senior College	2,500	Environmental Garden Program
Papulu Apparr - Kari Aboriginal Corporation	1,750	Colour Run
Philhellenic Cultural Society	500	Darwin Waterfront Harmony Soiree 2017

Organisation	Totals (\$)	Service Plan Name
Pathfinder Club Alice Springs	2,000	Youth Quick Response Grant
Pensioner's Workshop Association Inc.	250	Senior's Month 2016 Pensioners Workshop
Probus Club of Darwin Inc.	2,000	Fun and Friendship Day Bus trip to Mary River Wilderness Resort w/Lunch
Portugese and Timorese Social Club Incorporated	502,000	Multicultural Community Facilities Grant
		Construction and Installation of Air-conditioning System
Pulikutjarra Community Store Kintore	126,490	Post Kintore Flood: Replacement of Essential Household Items and Issuing of Store Credit to Support Recovery
Red Dust Role Models Ltd	100,000	Strong Young Women's Program
Relationships Australia Northern Territory Inc.	962,820	Therapeutic Service for Children
		Place-based Therapeutic Intervention for Children (Darwin and Palmerston)
		Place-based Therapeutic Intervention for Children (Katherine, Milikapiti and Wurrumiyanga)
		Youth Diversion Program 2015-17
		Case Management - Early Intervention Youth Boot Camp (EIYBC) Central 2016
		Drum Making Workshop
		Drumzone Workshop
Rince na h'Eireann Darwin Irish Dance Association Inc.	2,000	Irish Eyes Are Smiling concert
Roper Gulf Regional Council	29,350	Women of the World Forum
		NYW in Roper Gulf regions
		Happy Healthy Holidays
		December and January Holiday Program
		The Bulman Build Up
		Christmas Holiday Health Living Program
		Manyallaluk Mayhem
		Round Robin swimming activities
		Jilkmिंगgan Olympics'
		School Holiday Program
Rosebery Middle School	1,600	Cairns Eco Camp
Rotary Club of Litchfield/ Palmerston	9,780	An Afternoon and Evening with Caroline Elliott
		Celebrating Multiculturalism through Master Chefs' Dinner
		Flash Mob Dance
Royal Life Saving Society (AUS) NT Branch	2,000	Cool Seniors & WETS / Grey Medallion
Save The Children Australia	878,724	Palmerston Grow Well, Live Well Project
		Alice Springs, Darwin, Katherine, Nhulunbuy, Tennant Creek - Provision of Services - Delivery of Intensive Family Preservation Period (D15-0235)
Seniors of Excellence NT Inc.	1,555	Seniors of Excellence Awards Presentation 2016
Serbian Orthodox Church Mission of Saint Sava Incorporated	25,000	Multicultural Community Facilities Grant
Softball NT	5,500	Youth Week Super 7's
		School Holiday Program

Organisation	Totals (\$)	Service Plan Name
Sri Lankan Australian Friendship Association Inc.	3,300	Sinhala and Tamil New Year celebration Darwin Waterfront Harmony Soiree 2017
Somerville Community Services Inc.	1,191,465	Somerville Child and Family Contact Centre Responsive Child and Safety and Family Intervention Services Alice Springs, Darwin, Katherine, Nhulunbuy, Tennant Creek - Provision of Services - Delivery of Intensive Family Preservation Period (D15-0235) Free Movie Afternoon Youth Gaming Competition Youth Big Day Out
St Mary's Catholic Primary School	300	Students will participate in a performance by Ryka Ali called "Kadul"
St Vincent de Paul Society NT	2,000	The 'Amazing Youth Race' 2017
Stuart Park Primary School	500	Multicultural whole school assembly
Tamil Society of the NT	3,150	Tamil Society's Cultural Night 2017 Tamil Society's Harmony Day evening event Darwin Waterfront Harmony Soiree 2017
Tangentyere Council Aboriginal Corporation	4,839,033	Community Based Children's Care Service in Alice Springs (5-12 years) Tangentyere Women's Family Safety Group Men's Outreach, Assessment and Referral Service for Perpetrators of Family and Domestic Violence Men's Behaviour Change Program Domestic and Family Violence Children's Service to Aboriginal Youth (12-17 years) Alice Springs Summer Holiday Program Alice Springs Winter School Holiday Program Tangentyere Women's Family Safety Group Alice Springs, Darwin, Katherine, Nhulunbuy, Tennant Creek - Provision of Services - Delivery of Intensive Family Preservation Period (D15-0235)t Christmas Celebrations Summer Celebrations End of Year Celebration Youth and Family Fun Day
Tennant Creek High School	2,000	Pathways and Careers Camp
Tennant Creek Women's Refuge Inc.	968,335	Tennant Creek Women's Refuge Domestic and Family Violence Counselling Service and Community Education Critical Intervention Outreach Service
The Gap Youth and Community Centre Aboriginal Corporation	323,500	Provision of After-Hours & School Holiday Program
The Gathering Inc.	3,000	Community Christmas Party Rural Rock
The Historical Society of Katherine NT	3,750	What a Woman – Book Launch



Organisation	Totals (\$)	Service Plan Name
The Italian Sports and Social Club Incorporated	500	Italian Families Who Have Settled in the NT
The Katherine Women's Crisis Accommodation Inc.	1,044,977	Katherine Women's Crisis Accommodation Critical Intervention Outreach Service
The Palmerston and Rural Seniors Committee Inc.	2,000	CMAX Movies & Palmerston Sporting Club Lunch
The Salvation Army (NT) Property Trust	670,257	Catherine Booth House
Tiwi Islands Regional Council	225,000	Youth Diversion Program 2015-17
Total Recreation NT Inc.	3,500	Active Darwin Exploration Dream Big Campout
Touch Football NT	2,300	Touch football gala day
Tracks Inc.	4,450	Caravan
Transwings Dance Studio	1,000	Darwin Waterfront Harmony Soiree 2017
U3A Darwin Inc.	1,000	Senior's Month Event
United Nations Youth Northern Territory Incorporated	2,000	International Women's Day Walk and Reception
Variety Club of The NT Inc.	2,000	Quick Response Grant - Youth Activity
Victoria Daly Regional Council Inc.	2,100	Harmony Day dinner and concert in Pine Creek School Holiday Program June/July
Wagait Shire Council	1,500	Lunch at the Territory Wildlife Park
Wagaman Primary School	700	Cultural workshops for students
Waltja Tjutangku Palyapayi Aboriginal Association	3,000	Old people are important in Areyonga Old people are important in Papunya
Wanguri Primary School	300	Harmony Day class activities throughout Harmony week
Warlpiri Youth Development Aboriginal Corporation	150,000	Youth Diversion Program 2015-17
Wesnet (Women's Services Network Incorporated)	10,000	International Conference on Practice and Policy in the Prevention of Violence Against Women and Children
West Arnhem Regional Council	380,000	Gunbalanya Women's Safe House
West Daly Regional Council	3,000	Softball NT Junior Development Camp
Wulagi Primary School	600	"This is Me: The Stories of Who We Are and Where We Come From" project
Wurli Wurlinjang Aboriginal Corporation	2,000	Senior Indigenous Women's Arts and Crafts Activity Group Wurli Wurlinjang StrongBala Male Health Program Health & Wellbeing week
Yipirinya School Council Incorporated	4,000	Holiday Music Program
YMCA of the Top End Community Services Ltd	504,814	Youth Diversion Program 2015-17 Management of Early Intervention Youth Boot Camp Regional Youth Services Masters Triathlon and Seniors Olympic Games YMCA Youth Christmas Celebration PDIC Rap Workshops Copz Vs Kidz Engagement Day

Organisation	Totals (\$)	Service Plan Name
YWCA of Darwin Incorporated	1,608,882	YWCA Domestic and Family Violence Centre
		Youth Diversion Program 2015-17
		Parenting Support Program
		TINA Talks: Growing up in Darwin
		Upskilling for Safe Futures
		Safe, Smart and Strong movie event
YourTown	88,253	Parentline
8CCC Community Radio Inc.	1,000	Big Day Out in Harmony 2017

