

ESTIMATES COMMITTEE

Question Taken on Notice

Date: 20 June 2018
Subject: Child Protection
From: Member for Nelson
To: Minister for Territory Families
Agency: Territory Families

LEGISLATIVE ASSEMBLY OF THE NT TABLED DOCUMENTS

Committee: *Estimates*
Paper No: *9.4* Date: *20.6.18*
Tabled By: *Luke Field*
Signed: *[Signature]*

Number: 9.3

Question: Could the Department say how many recommendations of the Howard Bath Report have been completed and how many have not been completed?

Answer:

The Statement of Mr Luke Twyford, Executive Director, Strategy, Policy and Performance, to the Royal Commission into the Protection and Detention of Children in the Northern Territory (Exhibit-672-018 Part 1, Annexure LT-98) provided a detailed analysis of the steps and actions taken to implement each recommendation of the Board of Inquiry "Growing them Stronger, Together" by successive governments and departments between 2010 and 2016.

Included in the statement is Annexure LT-98 which provides a contemporary summary against each recommendation as at May 2017 (Attached). This statement is available publicly on the **NT Royal Commission Website**.

The recent Royal Commission into the Protection and Detention of Children considered these matters and on 17 November 2017 provided a contemporary set of recommendations to improve child protection.

ANNEXURE LT-98:

References to Northern Territory Families and Communities (NTFC) and the child protection agency and workforce, and Territory Families are used interchangeably in the table below.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
1.	That NTFC undertakes a process of engaging its entire workforce to commit to a strategic plan which clarifies its mission and includes the articulation of values and principles under which it will operate.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as complete with the launch of the DCF Strategic Plan in May 2012 but was now incomplete as the Strategic Plan was overtaken by machinery of government changes. Further machinery of government changes of 13 September 2013 resulted in the development of the DCF Strategic Plan 2012-2015 and a later DCF strategic plan.	Territory Families is in the process of developing a new Strategic Plan. A survey to develop the Vision, Mission and Values was open from 9 March until 5 May 2017, a total of 247 staff participated in the survey. In addition fifteen workshops were held throughout the Northern Territory with approximately 290 staff and 45 Non-Government Organisation representatives attending. The Strategic plan is anticipated to be finalised in July 2017 and will clearly state the mission, values and principles under which it the Department will operate.



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2.	That the NTG develops a clear framework for the inclusion of Aboriginal people in child welfare as the basis of an Aboriginal child safety and wellbeing plan and that measures are developed against each key component of the framework with progress reported annually.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that:</p> <ul style="list-style-type: none"> Cultural Advisor positions were established in each Regional Office to have oversight over cultural care and work closely with Practice Advisors. Funding had been committed to continuation of Family Group Conferencing in Alice Springs; Stakeholder engagement commenced to inform a draft discussion paper to underpin consultations in September 2012. <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was delayed due to the need to seek exemption relative to recruitment and a revised completion date was from December 2012 to June 2013.</p> <p>There is no evidence that an Aboriginal Child Safety and Wellbeing Framework was developed.</p>	<p>The Office of Aboriginal Affairs within the Northern Territory Department of Chief Minister is developing and implementing policy initiatives that lead to increased self-determination for Aboriginal Territorians. This includes delivering the First Circles program; the Community Champions program; Remote Information Coordination System; Remote Engagement and Coordination Strategy; and a ten year plan to drive local decision making for Aboriginal Territorians through government partnering with Aboriginal representatives organisations and aboriginal people. Territory Families will align its work to the above policy settings and will be producing an outcomes and evaluation framework aligned to its strategic plan that will enable measurement and progress to be reported annually.</p> <p>Territory Families is currently involved in work to define a National Outcome Framework for children and families through the Children and Families Secretaries Group and is working with the Secretariat of National Aboriginal and Islander Child Care in relation to the development of best practice for implementing the Aboriginal and Torres Strait Islander Child Placement Principle including Aboriginal and Torres Strait Islander child safety and wellbeing indicators as part of the third action plan for the National Framework for Protecting Australia's Children.</p>
3.	That an Aboriginal Child Care Agency or Agencies be developed in stages, and that such an agency or agencies is funded by Government with a major role in child safety and wellbeing, with consultation to determine how the Aboriginal community should be represented. Alternatively, the agency functions may be developed as part of an existing Aboriginal controlled organisation.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that Strong Aboriginal Families, Together (SAF,T) was established as the Aboriginal peak body and had been allocated \$1M in 2011/12 to undertake scoping, consultation and model development work for the Darwin and Alice Springs Aboriginal Child Care Agencies (ACCA) in the NT.</p> <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation would be scaled back with savings proposal for the Darwin ACCA, and advised that the Alice Springs ACCA will not proceed. The ACCA functions were to be renegotiated with original anticipated completion date of January 2013 likely to be achievable.</p> <p>This recommendation was not completed and the contract with SAF,T was ceased in November 2013.</p>	Territory Families has incorporated this recommendation within its current activities through the dual pathways model and the plans to outsource out of home care. Details of these are set out in my statement of 5 May 2017.

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4.	That there is recognition in the <i>Care and Protection of Children Act</i> of the functions of an Aboriginal Agency or agencies or other recognised entities.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that a consultation paper for the review of the <i>Care and Protection of Children Act</i> was released on the 5 March 2012. Consultations had been held with stakeholders and invitations for submissions closed on 12 April 2012. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation would not be completed as ACCA functions will not be incorporated in new Act. However CE's power to delegate child protection functions to NGOs (which includes ACCAs) will be proposed. This has not occurred.	Territory Families will lead a complete review of the <i>Care and Protection of Children Act</i> in 2017-18. Details of this reform are set out in my statement of 5 May 2017.
5.	That the NTG funds the development, establishment and ongoing work of an Aboriginal peak body on child and family wellbeing and safety, and child protection. This peak body would support the process of the development of child and family wellbeing and safety, and child protection agencies.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that Strong Aboriginal Families, Together (SAF,T) was established as the Aboriginal peak body achieving incorporation as a legal entity in its own right in February 2012. Recurrent NTG funding of 0.5m provided. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was complete but would be scaled back as the savings proposal included halving the peak body funding. This recommendation was not completed. After several years of operation the contract for SAF,T was not renewed in 2013.	Territory Families is progressing a Children and Families Safety and Wellbeing Strategy as part of the dual pathways model election commitment. This recommendation will be revisited as part of that project and in alignment with the out of home care outsourcing project, and local decision making policy being led by the Department of Chief Minister.
6.	The Inquiry endorses the Aboriginal Child Placement Principle and recommends that it is interpreted and applied in such a manner that the safety of the child is paramount.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was complete with the principle enshrined in legislation, policy and procedures.	Territory Families will lead a complete review of the <i>Care and Protection of Children Act</i> in 2017-18. Details of this reform are set out in my statement of 5 May 2017.
7.	That in consultation with Aboriginal people, including relevant service providers, NTFC should publish a comprehensive practice guide around the application of the Aboriginal Child Placement Principle to be made available to all stakeholders.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that a draft Aboriginal Child Placement Principle Practice Guide (The Practice Guide) which aimed to support practitioners with comprehensive and culturally appropriate placement of Aboriginal Children in line with current legislation had been developed. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but has been delayed but will be completed by the end of 2012. The publication of the Aboriginal Child Placement Principle Practice Guide was completed in 2013.	Territory Families is engaged in work with the Aboriginal and Torres Strait Islander Working Group established under the Third Three Year Action Plan for the National Framework for Protecting Australia's Children. Further details are provided in my statement of 5 May 2017.

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8.	That the planning processes around the development of integrated child and family centres in remote areas specifically address the service delivery needs of vulnerable and at-risk children and families and promote collaborative practice amongst government and non-government service providers relating to these target groups.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed through the following steps: <ul style="list-style-type: none"> • 5 child and Family Centres funded by Australian Government in 4 remote areas with construction due to commence shortly (Project being managed by Department of Education). • Child and Family Leaders employed in Groote Eylandt, Ngukurr, Gunbalanya, Ntaria and Maningrida and are working with other stakeholders to integrate services for children and families. • The Building the Remote Early Childhood Workforce project is being implemented in Maningrida, Ngukurr, Gunbalanya and Yuendumu. 	Territory Families currently provides Remote Family Support services in remote areas. The dual pathways model will also consider the design and expansion of services in remote areas. Further details are provided in my statement of 5 May 2017.
9.	That the NTG explore with the Commonwealth the (trial) development (or expansion of) existing infrastructure in remote areas (eg. women's safe houses, day care centres, health clinics) to provide on-community therapeutic residential options for mothers and small children where the latter have been identified as being at risk of removal into foster care because of 'failure to thrive', neglect or otherwise inadequate parenting. The trial of such options would need to include the development of a therapeutic intervention model and staffing/supervision options.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation would not be completed as no funding has been provided to implement this recommendation. The brief noted that aligning remote early years programs and services with child protection will improve service delivery to at risk parents in remote communities however no further actions were outlined.	The Northern Territory Government is in ongoing discussion with the Commonwealth in relation to children and family services. There is no current or planned work in direct relationship to this recommendation.

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10.	<p>That the NTG makes a significant and sustained investment in the development (and expansion) of a suite of secondary prevention, tertiary prevention therapeutic and reunification services for vulnerable and at-risk children, families and communities. The majority of these services should be provided by the NGO sector and administered through an enhanced NTFC grants program. The investment in such services should involve new rather than redirected funding and within a five year period, should match or exceed the combined NTFC expenditure in statutory child protection and Out-of-Home Care. The investment program should be based on the analysis of:</p> <ul style="list-style-type: none"> - The reasons that children are coming into contact with the child protection system in the Northern Territory - Service models that may be relevant to the unique cultural, demographic and geographic realities of the Northern Territory Successful Aboriginal-specific programs and services within the Northern Territory and interstate to inform the service development process - Workforce and training needs in both the statutory and NGO sectors - The development of these services should be underpinned by the principles outlined in Chapter 6. - The suite of service options should include intensive maternal and child support, therapeutic services for children, youth and families, substance abuse treatment, parenting skills development, intensive family preservation, targeted family support, and community development and healing (around issues such as sexual abuse, alcohol abuse, neglect, domestic violence and gambling). 	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced through:</p> <ul style="list-style-type: none"> • Work to develop a Strategic Investment Framework to guide NGO funding decisions commenced including consultation on a Discussion Paper occurring in June 2012. • NT Counsel of Social Services (NTCOSS) and other NGO's provided with grant funding to support growth and capacity development across the sector. <p>but that this recommendation would not progress further as the commitment was not supported by new funding and the NTG savings approach required cuts to the NGO sector.</p>	Territory Families has incorporated the intent of this recommendation into the dual pathways model project that is currently underway. Further details are provided in my statement of 5 May 2017.
11.	<p>That the NTG seeks the cooperation of the Commonwealth in undertaking a strategic review of child and family wellbeing services in the Northern Territory. The review should inform the development and implementation of a joint strategic plan around service planning and funding in order to overcome fragmentation, inefficiencies and duplication and to target services where they are most needed.</p>	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation had commenced with mapping of DCF's investment footprint across the service continuum of prevention, early intervention and tertiary support services for 2011/12 and 2012/13 complete. This work was shared with FAHCSIA as part of seeking reciprocal information to support effective targeting of funding to effectively implement the Communities for Children initiatives in 15 Territory sites.</p> <p>The briefing reported that this recommendation would not be completed.</p>	Territory Families is currently engaged with the Commonwealth Department of Social Services in relation to the funding, design and integration of Commonwealth programs, specifically the Intensive Family Support Service. Subject to Commonwealth agreement the mapping of family and parenting support services through the dual pathways model will include Commonwealth funded programs in the Northern Territory. Further details are provided in my statement of 5 May 2017.

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12.	That the NTG undertakes a review of NTFC grants program and secretariat with a view to ensuring that the provision of service grants aligns with the goals and strategic priorities of NTFC, that funding grants are determined by way of a transparent process, that all grants include robust quality assurance and accountability measures, that there is a commitment to progressively implementing a three-year funding cycle, and that the grants section is adequately resourced to administer a substantially enhanced program.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that DCF has been working with DoH and the NGO sector to roll out an electronic grants management system, with user testing to commence in 2012. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation would be delayed but completion was anticipated for February 2013. The DOH electronic grant system was not fully implemented.	Both the outsourcing out of home care and dual pathways projects include a realignment of grant and contracted services to improved outcome reporting against a proposed new outcome and evaluation framework. Further details are provided in my statement of 11 May 2017.. In addition the Department of Corporate and Information Services is investing in a whole-of-government grant management system that will improve the contract and grant management process, and the availability of data and information on government funded services in the Northern Territory.
13.	NTFC either extends the 'outcome' timeframe from 24 to 48 hours for matters that do not appear to require an immediate response; or retains the current 24 hour target but intake workers make an initial assessment based only on the information at hand, as is the case in some other jurisdictions.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was completed. DCF's policy was revised and requires that intakes are completed within 24 hours. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	Territory Families is currently conducting a functional review of the central intake service. Further details are provided in my statement of 11 May 2017.
14.	That NTFC immediately develops and implements a strategy to clear up the backlog of unallocated child protection investigations whilst ensuring all notified children are safe. Furthermore, that NTFC develop a longer term sustainable approach based on a resource allocation model to ensure that such backlogs do not re-emerge.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was completed as the backlog in unallocated child investigations was addressed through secondment of additional staff. A permanent 10 person Mobile Priority Response Team is being established to support regions as required. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed. This Mobile Priority Response Team was later absorbed into the regional child protection workforce.	There is no current or planned action directly related to this recommendation. Territory Families is currently looking into global budget resource allocation, including a review of how other jurisdictions allocate resources to respond to times of high child protection demand.
15.	NTFC formally reviews its internal family support program. This should result in a clear practice framework and accountability measures including the collection and reporting of service data relating to family support.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but superseded as the internal family support program was to be integrated into the development of a Child Protection Practice Framework.	This recommendation is incorporated into the current Dual Pathways project. Further details are provided in my statement of 5 May 2017.

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16.	That NTFC immediately reviews the response targets for the commencement of investigations for the various risk categories and considers whether other targets may be more realistic. Once updated policies/guidelines have been agreed, ongoing timeliness data should be calculated on all matters that have been 'outcomed' (processed by Central Intake) not just those for which an investigation has commenced.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that a position paper was developed recommending the adoption of new response times for Child at Risk and Child Concerns reports. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but delayed. The priority response targets were amended in 2013.	There is no current or planned action directly related to this recommendation, however Territory Families is conducting a functional review of the Central Intake Service. Further details are provided in my statement of 11 May 2017.
17.	That the recommendations from the two reports from the Office of the Children's Commissioner: 'Report in respect of baby BM' and 'The Interim Progress Report on Intake and Response Process' be implemented as a matter of priority, subject to any over-riding proposals from the current inquiry.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was completed. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	Territory Families is currently conducting a functional review of the central intake service. Further details are provided in my statement of 11 May 2017.
18.	That NTFC develops guidelines to the effect that professional notifiers with follow-up information on an open case (i.e. a case formally under investigation of a matter that has been substantiated) have the option of directly contacting the regional office rather than needing to be progressed through Central Intake.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was complete as the intake policy has been revised to ensure that the ability to directly contact the regional office is directly stated to professional notifiers and part of practice. This does not extend to information which would amount to a new/separate notification, which continues to be directly through Central Intake. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	Territory Families intends to progress a Professional Notifiers Guide following the current functional review of the central intake service. Further details are provided in my statement of 11 May 2017.
19.	That NTFC and NT Police review the large numbers of apparently incomplete investigations from CAT North to determine the accuracy of the data and whether action needs to be taken to address the apparent backlog in completing investigations.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was completed with the clearing of the backlog as reported under recommendation 14. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	There is no current or planned action directly related to this recommendation.

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20.	That NTFC ensures that its investigation processes and instruments are sensitive to the possibility that notified children (particularly for reasons of neglect) may be provided with the basic necessities but not be meaningfully bonded with a caring adult or adults, and that they can experience significant developmental harm as a result.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was complete as structured Decision Making (SDM) tools were implemented in Central Intake and child protection offices and were sensitive to cumulative harm. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as completed.	Territory Families is currently in the process of validating the SDM intake assessment tools, and is conducting a functional review of the central intake service. Further details are provided in my statement of 11 May 2017.
21.	That NTFC urgently implements an initiative focused on the longer-term safety and wellbeing of infants and young children who come to its attention. This might be modelled on the 'One Chance at Childhood' initiative of the Department of Communities in Queensland but should also include guidelines for case classification at intake as well as ongoing case support and management.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was recorded as completed but that it would be scaled back with the publication of 'Tune Into Little Ones' resource kit progressing but operational funding cut back. The 'Tune Into Little Ones' resource kit has subsequently been launched and revised on at least two occasions.	Territory Families is currently engaged with the Department of Chief Minister on the introduction of a whole of Government Early Years Strategy. This strategy is incorporating contemporary research and programs relevant to infants, including 'the First 1000 days'. The Child and Family Safety and Wellbeing Strategy to be developed through the Dual Pathways project will link to the Early Years Strategy and provide greater detail on the early-intervention, prevention and response for vulnerable infants.
22.	That NTFC develops an indicator based on the provision of feedback to notifiers to be used in reporting on performance.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the Community Care and Information System (CCIS) has the indicator and is able to report against feedback provided to notifiers. Reports providing this data are available and random audit of intakes will be cross referenced to the feedback indicator to inform business rules and provide guidance to practitioners. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	There is no current or planned action directly related to this recommendation, however Territory Families is conducting a functional review of the Central Intake Service. Further details are provided in my statement of 11 May 2017.
23.	That the Northern Territory Government in considering the impact of the phased withdrawal of AFP by the Commonwealth, ensures that adequate planning and funding is in place to respond to the issues of serious abuse in remote areas.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 advised that the phased withdrawal of the AFP from temporary remote police stations was completed in June 2011. 60 Northern Territory police officers were recruited, trained and deployed to replace the AFP by that date. The current AFP commitment to the Child Abuse Taskforce (CAT) remains in place until June 2014 at which time it is expected the NT police will assume full responsibility for staffing the CAT.	There is no current or planned action directly related to this recommendation.

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24.	Given that a number of issues have been raised in submission touching on strategic goals, resourcing, communications and governance, that a joint review of CAT is undertaken by NTFC and NT Police during the first phase of child protection reforms resulting from this inquiry.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that a draft report was provided to NTPFES and DCF in June 2012. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	There is no current or planned action directly related to this recommendation.
25.	Given that there has been a significant increase in the number of 'reportable offenders' on the sex offenders register, and that many such offenders are paroled to their home communities, that the NTG ensures there are resources available to maintain the effectiveness of the Reportable Offender Management Unit and to implement a community-based 'child protection watch' scheme linked with the development of Community Safety Plans.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation remained a priority for NT Police and Corrections.	There is no current or planned action directly related to this recommendation within Territory Families.
26.	That the NTFC Policy and Procedures Manual be formally reviewed with a view to actively encourage workers to adopt a collaborative approach to practice with respect to intake assessment, investigations and case planning.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but that it was superseded as an OCF Practice Framework is being developed which will include a focus on engagement and collaboration. This practice framework was later finalised.	There is no current or planned action in relation to this specific recommendation, however with the formation of Territory Families there is an intention to create one policy framework that covers all aspects of the Department's business. Once delivered this new policy framework will provide for collaborative and integrated approach across a broader portfolio area.
27.	That the NTFC Policy and Procedures Manual be reviewed and reworded to embed the principle that engagement and collaboration with the family and extended family should be considered part of normal child protection practice where the child's safety is not compromised.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but superseded as an OCF Practice Framework is being developed which will include a focus on engagement and collaboration. A full Care and Protection Practice Manual Review was completed in March 2015.	There is no current or planned action in relation to this specific recommendation, however with the formation of Territory Families there is an intention to create one policy framework that covers all aspects of the Department's business. Once delivered this new policy framework will provide for collaborative and integrated approach across a broader portfolio area.

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28.	That NTFC evaluates current intake and assessment functions to determine the skills, qualifications and training that are required and whether these are functions that need to be performed by P2 classified workers.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was completed. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed. Following a review there were a number of changes made to the Central Intake Service including: moving to 24/7 operations, implementation of call centre technologies, extensive training being provided and a Weekly Service Standard Report against key service standards being implemented.	Territory Families is currently conducting a functional review of the central intake service. Further details are provided in my statement of 11 May 2017.
29.	That NTFC engages in a community consultation process to develop a formal policy on permanency and stability planning and consider whether any legislative changes are required.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but delayed and to be progressed through a re-write of the <i>Care and Protection of Children Act</i> . Amendments to the <i>Care and Protection of Children Act</i> to introduce Permanent Care Orders were passed in 2015.	Territory Families is currently a member on a national permanency Working Group through the National Children and Families Secretaries Group. This follows the Community Services Ministers agreeing that the CaFS working group should develop guiding principles to drive improvement in permanency outcomes for those children unable to return to parental care and enhance consistency in implementing earlier permanent care arrangements across jurisdictions. Ministers agreed to the following areas for collaboration and action: <ul style="list-style-type: none"> • permanency and stability for children in out of home care; • timeliness of permanent care decisions; • post placement support and payments by all jurisdictions, including for children in care or adopted through to adulthood; • building the evidence base and improved data collection, including uniform measures of stability and measures of success in relation to reunification and permanency; and • investigate possible schemes for the mutual recognition of the suitability assessments of carers.
30.	That NTFC reviews its policy relating to the ongoing risk management of open cases (as initially recommended in the High Risk Audit report – recommendation 7) in light of the new Structured Decision-Making risk instruments that are being introduced, with a view to ensuring that regular assessments are undertaken, the results recorded and the appropriate action taken.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that this recommendation was underway through the use of the new SDM tools that require risk re-assessment no more than 90 days after completion of the original case plan and every 90 days thereafter. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	Territory Families is conducting work in relation the processes concerning multiple child protection reports for individual children, more efficient processing of investigation files and conducting a functional review of the Central Intake Service. Further details are provided in my statements of 5 and 11 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
31.	That an Aboriginal Family Group Conferencing model and/or other culturally appropriate models be developed and progressively implemented to cover all key service regions of the Northern Territory; that the programs are formally evaluated; and that they are funded (in time) as part of the normal budget process.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as completed but advised that the pilot would be discontinued as no funding was provided to continue the Australian Government funded Family Group Conferencing Pilot in Alice Springs and that the model was too expensive to continue or roll out to other regions. Practice reform (overseen by Practice Leaders, Practice Advisers and Cultural Advisers in each region) is embedding family decision making as core frontline practice.	The placement of family group conferencing model within the child protection process will be considered as part of the review of the Act in 2017-18. Further details are provided in my statement of 5 May 2017.
32.	That NTFC develops and implements a comprehensive response plan (as detailed in Chapter 8) around the needs of protected young people who come to its attention as recommended in this Report and in the High Risk Audit, including the creation of a new 'youth at risk' outcome category for Central Intake.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that: <ul style="list-style-type: none"> Youth safe houses have been established; A new outcome category has been developed within Central Intake; Three therapeutic youth camps are being funded to support youth at risk; and A discussion paper with a proposed new Youth at Risk framework has been developed and circulated for consultation. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but would be responded to through the establishment of a differential response model operating out of Central Intake (formerly referred to as dual pathway). This did not occur.	Territory Families will progress this recommendation through the dual pathways model. Further details are provided in my statement of 5 May 2017.
33.	That NTFC undertakes or commissions a comprehensive review of its residential care services with a view to addressing the serious concerns identified in recent internal reports, updating current demand trends, determining the optimal service mix, developing realistic costing models, and clarifying the role of non-government service providers. The review should also consider, in particular, the demand for and approaches to the provision of Out-of-Home Care for Aboriginal children in remote areas to include safe houses and multi-service approaches that have been established in other jurisdictions that provide for family support and restoration programming as well as Out-of-Home Care, focus on issues of service quality, covering the development of policy and procedure manuals for services, clear program models, the role of care and behaviour management plans, recruitment requirements, specialist training requirements, physical plant equipment, the supervision and support of workers and accountability measures lead to a comprehensive 3-year plan around the development and management of residential care services.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that a review had been completed and a proposal was under construction. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was now superseded as the Out of home care system would be overhauled as a priority in 2013.	Territory Families is progressing with the plans to outsource out of home care that will address this recommendation. For further details see my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
34.	That NTFC considers partnering with another jurisdiction in the development and implementation of its residential care plan.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that input from other jurisdictions including New Zealand has been accessed to support the development of the residential care review. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was superseded as the Out of home care system would be overhauled as a priority in 2013.	This will be progressed through the outsourcing out of home care project. Further details are provided in my statements of 5 May 2017.
35.	That NTFC reviews the organisational structure of Out-of-Home Care and Alternate Care services with a view to consolidating and rationalising them into a single policy and practice entity.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported that work had commenced under the new DCF structure. Out-of-Home care and Alternative Care Services are integrated at the operational level in the new regional structure. Integration is also being achieved at the policy and program development level. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was superseded as restructuring in regions in 2011 implemented this recommendation.	Territory Families is in the process of an organisational review that has recommended a structure that has been accepted by the Senior Executive. Further details are provided in my statement of 21 March 2017.
36.	That regular 'refresher' courses are held for all staff about the application of legislation, policy and procedures with respect to children in care.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation as completed as: <ul style="list-style-type: none">DCF has updated and released a training calendar for February to June 2012, incorporating training on: Out of Home Care; therapeutic crisis intervention; and domestic violence in the context of child protection.A 'DCF Training Activity Report' is now being produced monthly to monitor compliance with orientation and mandatory training. Internal and external consultation undertaken as part of the reform of the <i>Care and Protection of Children Act</i> has demonstrated a need for additional training for staff, particularly in relation to relevant legislation and court processes. This feedback will inform a review of core training.DCF training needs analysis completed.Australian Childhood Foundation delivery of critical pre-service training extended to December 2012.	There is no current or planned action in relation to this specific recommendation, however Territory Families will review and streamline the organisational and operational training provided to staff.
37.	That NTFC progressively adopts the Looking After Children framework (or an amended version appropriate for Aboriginal children) to provide a comprehensive case management framework for children in the care system to help ensure their developmental needs are addressed.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but was now superseded as it was captured by a range of work being undertaken to ensure that comprehensive culturally appropriate case management practice is incorporated in: <ul style="list-style-type: none">The development of the broader child protection framework;Care plan/Case Review definitional project;Structured Decision Making;Case plan compliance project;Policy and procedures;Quality assurance strategies;Core training.	There is no current or planned action in relation to this specific recommendation, however the outsourcing of out-of-home care will consider improved services for children in care. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
38.	That NTFC develops a charter for children and young people in care.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced with the project underway with reduced policy officer FTE. The Charter of Rights for Children and young People in care was later introduced.	As there is a Charter in place, there is no current or planned action in relation to this specific recommendation.
39.	That NTFC reviews the roles played by the Aboriginal Community Workers and the recently appointed Remote Aboriginal Family and Community Workers to assess whether they might play a more specific role in the case management and support of children in care.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced and underway. A review of the Aboriginal Community Workers role was later completed.	Territory Families is currently in the process of producing a Workforce Strategy.
40.	That the allowances and other payments to all carers be reviewed and an ongoing process be established, taking into account; that the foster care allowance should be based on the child's level of need, their age and the location of the placement; that an additional allowance should be made to carers in remote areas in order to account for extra costs required to maintain standards; the need for clear guidelines around discretionary payments to reduce the inequitable use of this form allowance.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation as completed through the implementation of new rates commencing on 6 July 2012.	The reimbursement of carers is likely to be reviewed as part of the outsourcing of out of home care project. Further details are provided in my statements of 5 May 2017.
41.	That a validated tool of assessment for children entering Out-of-Home Care be developed and implemented which will assist with the matching of a child with a carer and will determine the rate of allowance to be paid. The assessment process must provide for review and reconsideration.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation as completed with all children in foster and kinship care now assessed using the Complexity Tool and this determining the rates of allowance paid. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	There is no current or planned action in relation to this specific recommendation, however the outsourcing of out-of-home care will consider improved services for children in care. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
42.	That Kinship carers be provided with the allowance at the same rate as general foster carers.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced, and that in line with current policy, carer rates for both registered non kin and kin carers are paid at the same rate, and all registered kinship carers are now receiving payments.	There is no current or planned action in relation to this specific recommendation, however the outsourcing of out-of-home care will consider improved services for children in care. Further details are provided in my statement of 5 May 2017.
43.	That where 'Family Way' arrangements are facilitated by NTFC, the carers are eligible for establishment or discretionary payments and that they be assisted and connected to other financial supports available through the Commonwealth and NT governments. The needs of children and care providers should be assessed when the arrangement is negotiated.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced and that policies and procedures are being re-written to remove 'Family Way' placement practice and improve assessment and decision making in relation to formal kinship care placements.	The role, registration and reimbursement of family carers is likely to arise through the dual pathways and out of home care projects, and through Territory Families participation in the national permanency working group. Further details are provided in my statement of 5 May 2017.
44.	That a process be developed and implemented which will ensure all allowances/payments to carers are processed quickly and carers receive their entitlements promptly.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced. A centralised carer payment system was later introduced.	There is no current or planned action in relation to this specific recommendation, however the outsourcing of out-of-home care will consider payments to service providers. Further details are provided in my statement of 5 May 2017.
45.	That the development of a professional stream for home based carers, who are highly skilled and trained, be considered to provide placements for children and young people with high and complex needs.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation had commenced with a tiered payment system for carers now in place and the Out of home care system would be overhauled as a priority in 2013.	This recommendation will be considered as part of the outsourcing of out of home care project. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
46.	That NTFC immediately acts to address the need for a shift in culture from a focus on carers as providers to carers as partners.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation would be completed with release of the revised Carer Handbook before the end of 2012. This revised handbook was published.	Territory Families is currently introducing a Carer Partnership Framework, and partnering with the Foster Carers Association of the Northern Territory in relation to a new Carer Handbook, and a Charter of Rights for Carers. The outsourcing of out-of-home care project will also consider improved services for children in care. Further details are provided in my statement of 5 May 2017.
47.	That NTFC adequately funds Foster Care NT to ensure that the organisation is able to develop an effective mentoring and support role for foster carers and to assist in the provision of foster care recruitment, training and advocacy within the Department.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation as completed as:</p> <ul style="list-style-type: none"> From 2011-12, additional funding of \$585,000 per annum has been provided to FosterCare NT to support enhanced advocacy and support to foster carers across the Territory. FosterCare NT has opened new premises in Lyons, Darwin and has commenced a new support service in Katherine, re-established its office in Alice Springs (also servicing Tennant Creek) and is expanding services in Darwin. Increased resourcing will allow FosterCare NT to support carer recruitment and provide support and advocacy for carers in the Northern Territory. Three coordinators have been employed and six FAST delegates have completed training and will support carers in Darwin, Katherine, Tennant Creek and Alice Springs as well as outer lying communities. <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.</p>	There is no current or planned action in relation to this specific recommendation, however the funding of peak, advocacy, support and management of out of home care placement providers will be considered through the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.
48.	That NTFC implements measures to monitor quality of practice and decision-making based on existing guidelines for foster and kinship care (NTFC Policy and Procedures Manual).	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was commenced and the identification of quality standards underway.	An accreditation scheme for care providers is planned to be designed and introduced through the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.
49.	That recruitment strategies continue with an emphasis on Aboriginal carers in remote and rural locations to increase the number of children remaining close to their families. Strategies such as nominating a few carers in the community to provide placements for children at short notice, should be trialled.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation had commenced as a show circuit recruitment process was undertaken in 2011, and recruitment strategies are now being rolled out at regional shows and remote festivals.</p> <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was being scaled back due to discontinuation of the contract with the consultant.</p>	Improving the number of aboriginal children cared for by aboriginal carers is an election commitment included in the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
50.	That a plan be developed around the resourcing and up-skilling of existing carers to assist with the retention of existing carers.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed as a comprehensive learning and development program has been implemented and a peer support program established. Changes to carer reimbursements will also support retention.</p> <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.</p>	This recommendation will be considered as part of the outsourcing out of home care project, and the Carer Partnership Framework. Further details are provided in my statement of 5 May 2017.
51.	That NTFC facilitates the development of a 'charter' for all carers which sets out expectations, rights and responsibilities. A charter will confirm the important role of all those involved in Out-of-Home Care play in the child's life. It can also be used to determine policy, standards and procedures and for training of carers and staff.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced and to be completed with release of the revised Carer Handbook.	Territory Families is engaged with the Foster Carers Association of the Northern Territory in relation to a Charter of Rights for Carers, as well as a carers handbook that includes the Carer Partnership Framework and articulation of expectations, rights and responsibilities. The aim is to complete the handbook and launch the charter by July 2017. Further details are provided in my statement of 5 May 2017.
52.	That the portions of the NTFC Policy and Procedures Manual pertaining to Out-of-Home Care be available online to the public.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation had commenced, noting there are limitations on what information is appropriate for public release.	Territory Families is in the process of making care and protection policies available on the carer community website. A staff member has been engaged to progress this work.
53.	That NTFC continues with its implementation of recommendations from recent Coronial Inquests and reports of progress in its annual report.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed as DCF's inaugural Annual Report for 2010-11 included a report on recommendations arising from recent Coronial Inquests.</p> <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded this recommendation as completed.</p>	There is no current work directly related to the specifics of this recommendation. The first Territory Families annual report will be published in October 2017 and will provide transparent details of the Department's implementation and response to external reviews and audits.

	Recommendation	(I) Whether the recommendation was accepted and implementation planned	(II) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(II) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
54.	That NTFC continues with its implementation of recommendations from the High Risk Audit and reports on progress in its annual report.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed as DCF's Inaugural Annual Report for 2010-11 included a report on recommendations arising from recent High Risk Court. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded this recommendation as completed.	There is no current or planned work directly related to the specifics of this recommendation. The first Territory Families annual report will be published in October 2017 and will provide transparent details of the Department's implementation and response to external reviews and audits.
55.	That NTFC continues to support and influence the introduction and implementation of the National Standards for Out-of-Home Care and reports progress in its annual report.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed as DCF's Inaugural Annual Report for 2010-11 included a report implementation of National Standards for Out Of Home Care. Future Annual Reports will report on ongoing progress. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded this recommendation as completed.	There is no current or planned work directly related to the specifics of this recommendation. The first Territory Families annual report will be published in October 2017 and will provide transparent details of the Department's implementation and response to external reviews and audits.
56.	That the NTFC Policy and Procedures Manual is worded to support the requirement that, unless it is demonstrably in the best interests of a child, a child who has been deemed to be in need of care should be placed in a kinship care placement rather than a 'Family Way' arrangement.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was commenced. Changes to policy and practice confirmed that Family Way placements were not accepted practice.	There is no current or planned work directly related to the specifics of this recommendation, however the construct of out of home care placements and aboriginal controlled organisations will be considered through the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.
57.	That clear policies and procedures need to be developed to guide staff about the circumstances in which informal 'Family Way' placements are acceptable and what continuing case management obligations exist.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was recorded as commenced. Changes to policy and practice confirmed that Family Way placements were not accepted practice.	There is no current or planned work directly related to the specifics of this recommendation, however the construct of out of home care placements and aboriginal controlled organisations will be considered through the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.

<p>Recommendation</p> <p>(i) Whether the recommendation was accepted and implementation planned</p> <p>(ii) Where the recommendation was accepted and implementation planned:</p> <p>b. current activity;</p> <p>c. further work planned or under consideration;</p>	<p>Territory Families is engaged with the Foster Carers Association of the Northern Territory in relation to a Charter of Rights for Carers, as well as a carers handbook that includes the Carer Partnership Framework and articulation of expectations, rights and responsibilities. The aim is to complete the handbook and launch the charter by July 2017. The Outsourcing Out of Home Care project will consider the most appropriate and effective way to improve the identification, recruitment and support of kinship carers. Further details are provided in my statement of 5 May 2017.</p>	<p>There is no current or planned work directly related to the specifics of this recommendation however both the out of home care and dual pathways projects include renewed focus and investment on outcome measures and evaluation. Further details are provided in my statements of 5 and 11 May 2017.</p>	<p>This recommendation will be considered and included in the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.</p>	<p>The current dual pathways project will include in my statement of 5 May 2017.</p>
<p>(iii) Where the recommendation was accepted and implementation planned:</p> <p>a. the status and steps taken; and</p> <p>d. where response has been delayed, provide reasons.</p> <p>(iii) Where recommendation was accepted but implementation is not planned, provide reasons.</p>	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that this recommendation was recorded as commenced with a regionalised Kinship Unit model to commence on 26 November 2012.</p>	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that this recommendation was originally recorded as commenced.</p>	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that</p> <ul style="list-style-type: none"> A kinship care unit has been established comprising 1 P3 Team Leader, 2 P2 Advanced Practitioners, 3 A06 Senior Aboriginal Community Workers and 2 A04 Aboriginal Community Workers. SAF.T has been invited to participate on the governance committee for the unit. Late in 2011 NGO Life Without Barriers (LWB) was successful in its tender to provide timely and robust screening, assessment and pre-approval training of potential carers. LWB commenced assessments on 1 February 2012. Discussions with SAF.T are ongoing in relation to an operational model for ACCA's. 	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that this recommendation was originally recorded as commenced with a review of services underway.</p>
<p>(i) Whether the recommendation was accepted and implementation planned</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that this recommendation as completed</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>
<p>58. That NTFC develops a detailed practice guide around kinship care recruitment, assessment, support and training that includes the enabling principle, details of support options available to carers, and baseline requirements for all kinship/specific carers.</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>	<p>That NTFC collects a range of care provider data as outlined in this Report and annually report on progress towards closing the gap in standards of care provided for relative and non-relative care providers.</p>	<p>That NTFC develops a kinship care unit to assist with the recruitment, assessment, registration, support and training of kinship and specific carers and that consideration is given to progressively outsourcing these functions to local ACCAs as their capacity is developed.</p>	<p>60. That the provision of intensive family support to prevent unnecessary placements be prioritised by the NTG and that services are developed and funded accordingly.</p>
<p>61. That the provision of intensive family support to prevent unnecessary placements be prioritised by the NTG and that services are developed and funded accordingly.</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>	<p>As set out in the Chief Minister's statement to parliament on 19 October 2010, the Government accepted all Board of Inquiry recommendations.</p>	<p>The Ministerial brief provided to Minister Lambie on 13 November 2012 recorded that this recommendation was originally recorded as commenced with a review of services underway.</p>	<p>61. That the provision of intensive family support to prevent unnecessary placements be prioritised by the NTG and that services are developed and funded accordingly.</p>

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
62.	That where reunification is the intended outcome, then support and therapeutic services to birth families should be provided whilst their child is in placement to enable this outcome to be realised.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced with a consultation paper developed and internal stakeholders currently being consulted.	The dual pathways project will include this recommendation. Further details are provided in my statement of 5 May 2017.
63.	That if it is clear that reunification is going to be the goal, this should be written into the case plans from the start to help determine the nature of the support services needed by the parent/s and to provide clarity and focus for the new foster carers.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation has progressed significantly with the following actions recorded:</p> <ul style="list-style-type: none"> Care planning processes developed. Draft policy, procedures, guidelines and tools developed. Recruitment completed. Pilot care planning processes underway. Definitional and template development nearing completion. Internal consultations to finalise definitions and templates, including consultations for articulation in CCIS. Engagement with the Aboriginal Policy Unit and Principal Aboriginal Practice Adviser is occurring and discussions are including use of interpreters in case/care planning, the role of Aboriginal Community Workers. A working group involving Aboriginal staff with experience in case/care planning and other nominees of the Aboriginal Advisory Group is being established. Consideration is also being given to the relevance of other SDM tools - Aboriginal staff members are represented on the SDM Reunification Working Group and input has been of direct relevance to the case/care plan work. <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed with the practice reform being overseen by Practice Leaders, Practice Advisers and Cultural Advisers in each region.</p>	There is no current or planned work directly related to the specifics of this recommendation however both the out of home care and dual pathways projects include services for reunification. Further details are provided in my statement of 5 May 2017.
64.	That if reunification is a goal of a child's case plan and this changes for any reason, a case conference involving the child's family must be held to discuss and formulate a new plan.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	<p>The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation has progressed significantly with pilot care planning was completed in June 2012. Care Plan Compliance teams being established.</p> <p>The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.</p>	There is no current or planned work directly related to the specifics of this recommendation however both the out of home care and dual pathways projects include services for reunification. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
65.	That a unit or group of staff within Out-of-Home Care be created to focus on developing reunification services and strategies and to provide expert advice to work units across the Northern Territory.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as completed with a reunification team established as a pilot in Alice Springs and 56 children successfully being reunified with their families between September 2011 and March 2012. The pilot identified that a more generic developmental model of service provision was required. A lead social work model was determined as fitting with best practice – this means, one worker for one family.	There is no current or planned work in relation to the specifics of this recommendation, however Territory Families is in the process of implementing a new organisational structure and developing a Department wide Workforce Strategy.
66.	That NTFC develops and appropriately funds specifically therapeutic options for children and young people with high needs such as therapeutic residential care, secure care, therapeutic foster care and a range of therapeutic counselling and treatment services (including Tier 3 services).	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced but that it would be scaled back as 2012-13 funding to operate secure care facilities has been redirected to frontline P1/P2 positions.	This recommendation will be included in the outsourcing out of home care project. Further details are provided in my statement of 5 May 2017.
67.	That negotiations for fee for service placements should be conducted by specialist staff within the Out-of-Home Care unit in order to centralise and standardise this function to staff who have relevant knowledge and expertise.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed with the following actions: <ul style="list-style-type: none">• A High Cost Placement Unit has been established within the Department. The unit will provide support for regional services interfacing with the contract management unit.• A project plan has been developed and will review current fee for service placements. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	The outsourcing out of home care project will address the procurement of out of home care placements. Further details are provided in my statement of 5 May 2017.
68.	That in consultation with a child's extended family and cultural advisers, all children who are recognised within the category of being under 'Ambiguous guardianship' are urgently and thoroughly assessed and that resolutions are finalised as soon as possible in relation to their guardianship.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was completed with the status of all children identified as having 'ambiguous guardianship' resolved. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed.	There is no current or planned activity in relation to this recommendation however both the out of home care and dual pathways projects include services for family support and reunification. Further details are provided in my statement of 5 May 2017.

	Recommendation	(i) Whether the recommendation was accepted and implementation planned	(ii) Where the recommendation was accepted and implementation planned: a. the status and steps taken; and d. where response has been delayed, provide reasons. (iii) Where recommendation was accepted but implementation is not planned, provide reasons.	(ii) Where the recommendation was accepted and implementation planned: b. current activity; c. further work planned or under consideration;
69.	That there is specific reference in the NTFC Policy and Procedures Manual to issues arising in work with children who have a disability.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was originally recorded as commenced with the writing of draft policy is expected to commence early 2013. A Guideline for the Support of Children and Young People with Disabilities in the CEO's Care was later finalised.	Territory Families is currently engaged with the Department of Health in relation to the implementation of the National Disability Insurance Scheme, and the creation of a NT Child and Adolescent Health Plan.
70.	That a review be undertaken of children with a disability in Out-of-Home Care focusing on the reasons for entry into this type of care and the appropriateness of NTFC rather than Aged and Disability, providing for their needs.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was commenced but superseded as Aged and Disability does not have a programmatic response that enables it to provide statutory guardianship services to children with disabilities, and that it was considered appropriate that OCF and Aged and Disability offer concurrent services to children with disabilities.	The implementation of the National Disability Insurance Scheme in the Northern Territory is likely to lead to a review of each child in care who has a diagnosed disability. Further details are provided in my statement of 5 May 2017.
71.	That proposals for interstate transfers be assessed by a panel in the relevant NTFC office comprising at least the Interstate Liaison Officer, the caseworker, and where appropriate, family members and current foster or kinship carers.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed as this recommendation was reflected in Interstate Transfers policy and procedures.	There is no current or planned activity in relation to the specifics of this recommendation however the out of home care project and law reform project include consideration of interstate service provision. Further details are provided in my statement of 5 May 2017.
72.	That an independent body is auspiced to review investigations into allegations of 'abuse in care' undertaken by the Department of Health and Families. The Office of Children's Commissioner would be an appropriate body to take on this role.	As set out in the Chief Minister's statement to parliament on 19 October 2010, the Northern Territory Government accepted all Board of Inquiry recommendations.	The Ministerial brief provided to Minister Vatskalis on 28 July 2012 reported the recommendation was complete with the following actions: <ul style="list-style-type: none"> DCF Chief Executive wrote to the Children's Commissioner on 1 November 2011 proposing a process for implementing this recommendation. The Children's Commission responded by letter dated 23 January 2012 confirming that he is prepared to take on this role as it falls within the scope of his functions under the Act. The Children's Commissioner has expressed a preference for the process of review to be explicitly mandated by legislation to provide clear, ongoing authorisation and responsibility. A legislative basis for this recommendation will be considered and progressed through the 2012 legislative review process for the <i>Care and Protection of Children Act</i>. The Ministerial brief provided to Minister Lambley on 13 November 2012 recorded that this recommendation was completed. Section 84A of the Care and Protection of Children Act was legislated in 2014-15.	This recommendation will be included in the review of the <i>Care and Protection of Children Act</i> which will also reference independent oversight in the context of the creation of an accreditation scheme, and child safe organisations, as may be guided by or occur in the context of design and introduction of an independent oversight body for youth justice. Further details are provided in my statement of 5 May 2017.