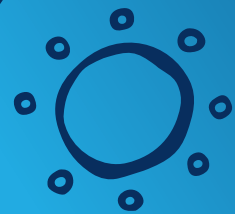


TERRITORY FAMILIES **ANNUAL REPORT**

2019–20





Territory Families Contacts

Phone

Territory Families Connect
1800 999 900

Child Protection Hotline
1800 700 250

FACES (Family Support Line NT)
1800 999 900

Foster and Kinship Care Recruitment Hotline
1800 814 599

NT Concession and Recognition Unit
1800 777 704
ntconcessionsandrecognition@nt.gov.au

Elder Abuse Help Line
1800 353 374 (1800ELDERHelp)

Bail Support Line
1800 224 533 (1800 BAILED)

Information Release
(08) 8999 2619
tf.infoprivacy@nt.gov.au

Adoptions
(08) 8922 5519
tf.adoptions@nt.gov.au

Compliments and Complaints
1800 750 167
TF.Complaints@nt.gov.au

Media Enquiries
0447 863 571
TF.Media@nt.gov.au

Mail

PO Box 37037
Winnellie NT 0821

PO Box 1352
Alice Springs NT 0871

PO Box 1035
Katherine NT 0851

PO Box 758
Nhulunbuy NT 0881

PO Box 617
Tennant Creek NT 0861

territoryfamilies.nt.gov.au

Territory Families Offices

Child Protection

Alice Springs	(08) 8955 6001
Arafura	(08) 8922 8474
Arnhem	(08) 8987 0400
Barkly	(08) 8962 4334
Casuarina	(08) 8922 7111
Katherine	(08) 8973 8600
Palmerston	(08) 8999 4789

Youth Outreach and Re-Engagement

Alice Springs	(08) 8951 5867
Darwin	(08) 8946 5119
Nhulunbuy	(08) 8987 0464
Katherine	(08) 8973 8605
Tennant Creek	(08) 8962 4334

Detention Centre Family Visits

Alice Springs	(08) 8951 1023
Don Dale	(08) 8922 0400



Published by Territory Families

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Enquiries should be made to:

Territory Families
PO Box 37037
Winnellie NT 0820

Telephone: 1800 999 900
Email: TF.Media@nt.gov.au

Web: www.territoryfamilies.nt.gov.au



The Hon Kate Worden MLA
Minister for Territory Families and Urban Housing
Parliament House
DARWIN NT 0800

Dear Minister

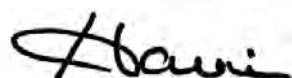
TERRITORY FAMILIES 2019-20 ANNUAL REPORT

In accordance with the provisions of the *Public Sector Employment and Management Act 1993*, I am pleased to submit to you the Territory Families 2019-20 Annual Report.

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

- a) proper records of all transactions affecting the agency are kept and that the agency's employees observe the provisions of the *Financial Management Act 1995*, the Financial Management Regulations and the Treasurer's Directions;
- b) agency procedures provide proper internal control, and a current description of those procedures is recorded in the Corporate Handbook which delivers the requirements of the Accounting and Property Manual and has been prepared in accordance with the requirements of the *Financial Management Act 1995*;
- c) no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records that has not been appropriately reported and corrected exists;
- d) in accordance with the requirements of Section 15 of the *Financial Management Act 1995*, the internal audit capacity available to the agency is adequate and the results of internal audits have been reported;
- e) the financial statements in this annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions;
- f) in accordance with the requirements of Section 28 of the *Public Sector Employment and Management Act 1993*, all public sector principles have been upheld; and
- g) with respect to my responsibilities under Section 131 of the *Information Act 2002*, procedures within the agency complied with the archives and records management provisions prescribed in Part 9 of the *Information Act 2002*.

Yours sincerely



Ken Davies PSM
Chief Executive Officer

30 September 2020



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GOAL 4: Encourage and celebrate inclusive, diverse and connected communities
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Chief Executive Officer Introduction

“Territory Families has made significant progress towards implementing improvements that benefit children, families and communities.”

Ken Davies, PSM



Welcome to Territory Families' fourth annual report. This report covers the 2019-20 financial year which has been marked by the embedding of systemic reforms, continuation of quality practice, and the rapid response to the COVID-19 pandemic.

Territory Families is a robust organisation that has adopted a whole-of-life approach to addressing the vulnerabilities in our society, bringing key portfolios together into an integrated, human-services agency.

Territory Families has made significant progress towards implementing improvements that benefit children, families and communities. We have reformed old systems and approaches while continuing to enhance coordination to improve long-term outcomes. Across the past four years we have implemented the fundamental building blocks of a new system, including new legislation, improved case management tools and processes, new practice and policy models, and strengthened partnerships.

Territory Families is now an established human services agency. It has grown from its formation in 2016, by bringing together the portfolios, programs and workforces from five other government departments to achieve a united vision of empowering families and communities for a safe and better future. It has responded to the findings of multiple Royal Commissions and public inquiries and has delivered broad reform to reframe the systems and services that were found to be ineffective.

There has been significant Northern Territory Government investment in youth justice programs to hold young people accountable for their actions and support changes in their behaviour. We are partnering with Northern Territory Police and non-government organisations to manage and support high-risk youth offenders.

We are intervening with families earlier to prevent and address offending behaviours before they escalate, and we have increased the responsibility of families by supporting them to strengthen their support networks and establish clear expectations with their children.

There has been a significant shift across the child protection system as we have worked to implement reforms that focus on early intervention and providing more support to families before child protection concerns occur. We have expanded our regional service delivery model with staff working across 30 locations. This has included an expanded remote presence to ensure our services are located where client needs exist. The positive flow-on effect of this is that our staff have developed strong and trusted community connections, leading to more families asking for support and assistance before a situation escalates. Local community members work as remote family support staff to help vulnerable families to receive culturally responsive services in a language and manner they can understand.

With a focus on early intervention and prevention, we are working to strengthen families and embedding the Signs of Safety practice approach. Over the last four years there has been an increase in strengthening families services and a reduction in child protection investigations and substantiations.

We have reformed our Central Intake service to provide a more responsive and professional service to all concerns about the safety of Northern Territory children. The service is staffed by 40 professional and administrative support staff who record and assess all reports made about children. The service operates 24 hours a day, 365 days a year.

Territory Families' services reflect the diversity of the Northern Territory, and our approach to service delivery takes into account the challenges created by the Northern Territory's distinctive geographic, economic and social contexts. Territory Families works with many Aboriginal community controlled organisations to provide a wide range of services.

Territory Families has provided \$12.7 million in funding to 25 Aboriginal organisations, which underlines the importance we place on these partnerships. Almost all of these partner organisations were not part of our service system prior to 2016 and represent the significant change in our approach to service delivery.

Reforms to the Northern Territory Seniors Recognition Scheme have provided members with a \$500 payment that can be used towards travel (including online travel bookings), electricity, and water expenses. A new prepaid card introduced this year has provided greater flexibility for seniors with the payment now also being able to be used for, travel, accommodation, fuel, utility bills and phone and internet bills.

The *Northern Territory Sexual Violence Prevention and Response Framework 2020-2028* is the first whole-of-government and whole-of-community approach to preventing and responding to sexual violence in our community. The Northern Territory Government has also committed to investing in locally driven services to ensure victims of domestic, family and sexual violence are protected and helped to recover in safe spaces.

Territory Families supported Women's Safety Services of Central Australia to deliver a \$6 million redevelopment of the Alice Springs Women's Shelter. We are also supporting Galinwin'ku Women's Space to develop a new \$1 million Women's Safe House through local decision making and this is progressing well.

We have created the Clinical and Professional Practice Leadership Directorate to provide professional leadership and direction to strengthen child and family practice capability, developing a culture of practice excellence through ongoing professional development. This includes the establishment of an Aboriginal Practice Leadership Network to play a key role in ensuring our professional practice is culturally appropriate to the children and families we work with most.





Territory Families is comprised of 817 full-time staff and has a budget of \$340 million. Our staff are experienced, resilient and dedicated to the important and demanding work they do. Our 2019 People Matter Survey showed that 85 per cent of our workforce believe in the purpose and objectives of the agency and 83 per cent clearly understand what they are expected to do in their job. Seventy seven per cent of staff have a good understanding of Territory Families' Aboriginal Cultural Security Framework and more than half have used the Personal Assessment Tool to reflect on their skills and knowledge of cultural safety and responsiveness.

Throughout 2019-20 we have continued to see positive changes and improved outcomes for clients. Territory Families has a broad social purpose and we will continue to experience complex challenges. We remain committed to strengthening and empowering communities so we can secure real, lasting and positive outcomes for children and families in the Northern Territory.

A handwritten signature in black ink, appearing to read 'Ken Davies'.

Ken Davies, PSM
Chief Executive Officer

30 September 2020



1

Organisational Overview

About Us

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

Our Vision

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

Our Goals

Provide early support to children, young people and families.

Safeguard the wellbeing of children, young people and families and the community.

Partner to empower change.

Encourage and celebrate inclusive, diverse and connected communities.

Value and invest in people.

Ensure structures, systems and legislation support our vision.

Our Values

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

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

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

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

Collaborative: We work in partnership for better outcomes.

Professional: We are committed to service and operate with courtesy, competence, efficiency and objectivity.

Ethical: We demonstrate honesty, fairness and integrity.

Our Strategic Plan



2016–20

Across the past four years Territory Families has:

Family Support

- ✓ Established the FACES Family Support Line NT and Social Services Directory to provide all families with the opportunity to seek and receive help.
- ✓ Expanded our regional/remote footprint to enable place-based service delivery and an integrated service model in 30 locations across the Northern Territory.
- ✓ Expanded the existing six Child and Family Centres and is establishing a further 11 Aboriginal Community Controlled Centres in targeted regional sites for a total of 17 – with two new centres in Katherine and Tennant Creek opened in 2020.
- ✓ Secured funding and implemented the Remote Child and Family Safety Program to be delivered across 25 service sites by 69 Aboriginal staff to provide family support and women's safe house services to families in their communities.

Child Protection

- ✓ Implemented the Signs of Safety Practice Framework to embed family-led decision making and professional judgement as the cornerstones of child protection practice.
- ✓ Created a Clinical and Professional Practice Leadership Directorate and established the Clinical and Professional Practice Governance Board to lead and mentor professional staff.
- ✓ Provided all frontline practitioners with mobile devices and removed unnecessary paperwork requirements to increase client contact time.
- ✓ Reformed the Central Intake Team to improve professional assessments and provide improved customer service.
- ✓ Launched the online professional reporting tool and professional reporters guide to streamline the process of making child protection reports and our response prioritisation.
- ✓ Implemented a 'one-child, one-case policy' – with client and workload improvements focused on outcomes for children.
- ✓ Increased training and resources on cumulative harm and trauma.



Tennant Creek Family Centre.



Reform of the Central Intake Team.

Out-of-Home Care

- ✓ Introduced a Quality Assurance Framework and inspection program to improve the quality of care provided to children who cannot safely live at home.
- ✓ Improved care planning processes with children, families and carers.
- ✓ Introduction of a new carer profile “Welcome to Our Home” booklet to better support children transitioning into care or moving placements.
- ✓ Introduced the Intensive Therapeutic Residential Care Model to focus on recovery from trauma and supporting children and young people with complex mental health, disability, and emotional and behavioural issues.
- ✓ Adopted the Child Safe Family Together Kinship Care Model and provided Aboriginal Carer Grants to increase the number of Aboriginal carers raising Aboriginal children.
- ✓ Established three Transition from Care Officer positions and a new Specialist and Therapeutic Services Panel Contract to support children in care to thrive into adulthood.
- ✓ Partnered with the CREATE Foundation to give young people leadership and development opportunities, including regular attendance at our Executive Meetings.
- ✓ Strengthened our partnership with the Foster and Kinship Carers Association NT to connect, support and advocate on behalf of carers.



Youth Justice

- ✓ Created the Youth Outreach and Re-Engagement Program, with 65 new officers based in all regions providing dedicated case management for at-risk youth.
- ✓ Expanded the scope and availability of community youth justice diversion programs and commenced victim-offender conferencing, giving victims of youth crime a voice.
- ✓ Established an effective bail accommodation program to help young people address their offending behaviour and comply with their bail conditions and court orders.
- ✓ Created the Back on Track alternative sentencing and diversion program that provides more meaningful consequences for young people.
- ✓ Implemented new youth after-hours programs that moves young people away from the youth justice system.
- ✓ Established three youth after-hours services for young people in Alice Springs and Tennant Creek, and launched the Palmerston Youth Drop-In Centre.
- ✓ Redesigned and implemented new wilderness camps, boot camps, camps on country and work camps to reduce reoffending by providing meaningful work experiences and vocational training.
- ✓ Delivered Breaking the Cycle of Youth Crime Plans in Palmerston and Alice Springs, which provide crossover family management and youth night patrols.
- ✓ Delivered significant changes inside our youth detention facilities with new practice models, behaviour management programs and reformed staffing structures, training requirements and rosters.
- ✓ Launched a new Aboriginal Elders and Mentors Program for youth in detention centres.
- ✓ Improved infrastructure to ensure the two ageing detention centres remained safe and secure.

Domestic, Family and Sexual Violence

- ✓ Built a new \$6 million women's shelter in Alice Springs.
- ✓ Launched the Domestic, Sexual and Family Violence Reduction Framework 2018-2028 to align our investment and action plans around the prevention and reduction of violence.
- ✓ Launched the first Northern Territory Sexual Violence Prevention and Response Framework 2020-2028.
- ✓ Introduced the Safe, Respected and Free from Violence Prevention Grant program to fund violence prevention activities across the Northern Territory.
- ✓ Delivered grants, sponsorships and scholarships for women through Charles Darwin University to address inequalities across the Northern Territory.
- ✓ Provided annual funding for the NO MORE violence prevention program and perpetrator programs.
- ✓ Developed a Gender Equality Statement of Commitment to improve gender equality for all Territorians.

Pensioner Concession and Recognition

- ✓ Replaced the Pensioner and Concession Scheme with a modern and equitable system.
- ✓ Introduced a prepaid card to the Northern Territory Seniors Recognition Scheme to provide more flexibility and choice for members.

Social Inclusion

- ✓ Released the Multicultural Policy 2020-25 to build, strengthen and support positive outcomes for the migrant and multicultural communities of the Northern Territory.
- ✓ Amended the *Adoption of Children Act 1994* to remove discriminatory barriers and enable more individuals to adopt children.
- ✓ Established six regionally based Youth Programs Coordinators in Palmerston, Alice Springs, Darwin, Katherine, Tennant Creek and East Arnhem.



Agency Wide

- ✓ Launched our Aboriginal Cultural Security Framework to embed culturally safe and responsive service design and delivery.
- ✓ Amended legislation regarding adoption, child protection, family support, youth justice and domestic violence to ensure the Northern Territory has a contemporary and effective legal basis.
- ✓ Implemented new whole-of-government approach and governance that shares responsibilities to improve outcomes for children.
- ✓ Invested in strong partnerships with 50 per cent of our funding invested in non-government organisations through five-year funding agreements.
- ✓ Provided multiple secondment opportunities for staff to support and learn from our partners.
- ✓ Increased investment in research and evaluation including with Menzies School of Health Research's Child Youth Development Research partnership.
- ✓ Improved youth justice data reporting to comply with national requirements and support decision making and policy development.
- ✓ Secured funding to design, develop and implement the 360 degree view of the child as part of the new Client Management System Alignment project to enable access and data sharing across agencies for improved care, case management and service delivery.
- ✓ Created a new data warehouse to enhance data collection, linkage, reporting and analysis capabilities.
- ✓ Transitioned the online administration of funding programs to GrantsNT.
- ✓ Created an agency-wide audit program to identify and manage risk and ensure compliance with legal and regulatory obligations across the agency.
- ✓ Received three Chief Minister's Awards for Excellence in the Public Sector.
- ✓ Implemented Special Measures Recruitment Policy to improve recruitment outcomes for Aboriginal and Torres Strait Islander people.
- ✓ Created an Aboriginal Practice Leadership Framework to provide professional guidance and mentoring to the way our staff work with Aboriginal children and families.



Our 2019-20 Priorities

In 2019-20 Territory Families prioritised:

Delivering generational change

- Supporting and empowering communities and families to tackle problems through targeted investment in prevention and early intervention programs and services.
- Implementing whole-of-government reforms to improve outcomes for children and families in response to the Royal Commission into Institutional Responses to Child Sexual Abuse and the Royal Commission into the Protection and Detention of Children in the Northern Territory.
- Providing alternative pathways by investing earlier in children and supporting vulnerable families to prevent the need for child protection services.
- Enhancing and improving the services provided to young people across the Northern Territory.
- Strengthening partnerships with Aboriginal-controlled organisations as part of the reforms to the out-of-home care system focused on the number of Aboriginal children reunified with family or placed with kin in culturally appropriate and child-centred placements.
- Improving the transition to independent living for children in care by expanding and enhancing the planning and support available.

Creating a safer Territory

- Reforming the youth justice and child protection systems in accordance with the accepted recommendations of the Royal Commission into the Protection and Detention of Children in the Northern Territory.
- Embedding a focus on diversion and rehabilitation in the youth justice system.
- Reducing the prevalence of violence in the community through the implementation of government's Domestic, Family and Sexual Violence Reduction Framework.

- Supporting people to engage in the community and the workforce through activities and opportunities that encourage participation, inclusiveness and social connection.
- Promoting gender equity and diversity to value the contributions of all Territorians.
- Respecting and supporting senior Territorians through social connection initiatives, financial support and safety programs.

Our functions are:

- **Family support:** Support families and parents to raise strong and healthy children in safe environments by providing support before, during and after contact with the care and protection system.
- **Child protection:** Protect children from harm by undertaking investigations, conducting child safety planning, providing assistance to families and taking children into care.
- **Out-of-home care:** Support children in the care of the agency's Chief Executive Officer including placement (in accordance with the Aboriginal Child Placement Principle), case management, recruitment and support for carers, and transition out of care.
- **Youth justice:** Provide early intervention and targeted youth programs and services that contribute to community safety and reduce offending and re-offending by young people.
- **Domestic, family and sexual violence:** Reduce and address the negative effects of domestic, family and sexual violence through the design and implementation of policy and working collaboratively with non-government organisations to deliver services.

- **Reform Management Office:** Coordinate whole-of-government reform to children and families services across the Northern Territory. Establish and oversee delivery and establishment of Child and Family Centres to provide tailored and coordinated services to vulnerable families and assist families to access and navigate local services and support ongoing evaluation of programs delivered to vulnerable families.
- **Seniors, pensioners and carers:** Encourage seniors, pensioners and carers to remain in the Northern Territory through policy, projects and initiatives that focus on financial support, connection and safety.
- **Gender equity:** Enhance gender equity and awareness, and acceptance of gender diversity through the coordination of community engagement activities and development of partnerships with the non-government sector.
- **Social inclusion:** Enable young people and the multicultural community to be celebrated, supported, connected and active participants in their community through events, activities and programs.
- **Corporate and governance:** Support the agency to achieve its objectives through the provision of financial services, human resource management, information and communication technology, governance, audit and risk, and media and communications.

Our Legislation

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

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

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:

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

Aboriginal Cultural Security

Territory Families is committed to embedding Aboriginal Cultural Security across our workforce, services and governance. Our agency has made significant progress in the past four years to promote and implement cultural security in our everyday practice.

Territory Families' Aboriginal Cultural Security Framework aligns and integrates Aboriginal cultural rights, views and experiences with our services, systems and governance. It celebrates the strength of Aboriginal culture and history and helps Territory Families partner with Aboriginal organisations to build relationships with Aboriginal children, families and communities.

In November 2019 Territory Families was awarded the Improving Inclusion and Diversity Employment Outcomes Award for the Framework at the 2019 Chief Minister's Awards for Excellence in the Public Sector.

Territory Families' Aboriginal Cultural Security Framework outlines our commitment to transformational change. The Framework has a clearly defined vision, and cultural protocols for us to adhere to in order to achieve cultural proficiency. The Framework is underpinned by an enduring commitment to accountability with Aboriginal children, young people, families and communities. This is a journey we proudly embrace, driven by strong leadership and our collective goal to achieve social justice and better outcomes for Aboriginal children, young people and communities.

During 2019-20, we have worked to integrate this into the governance, management, design and delivery of services. As part of this, an Aboriginal Cultural Security Advisory Committee has been established comprising 20 Territory Families Aboriginal staff members. Co-chaired by the Deputy Chief Executive Officer Families and Regional Services and an Aboriginal Senior Executive Officer, the Committee meets quarterly to bring an Aboriginal perspective to the strategic direction and objectives of Territory Families and to guide and monitor the implementation of the Aboriginal Cultural Security Framework. Every Territory Families business unit has developed a Cultural Security Action Plan to ensure accountability and the delivery of Aboriginal cultural values across our program areas and in our service delivery. Tools have been created to assist staff assess their cultural competence and identify individual actions to incorporate into their myCareer Plans.

As part of our ongoing commitment to embed and achieve Aboriginal cultural security we have implemented the internationally recognised Signs of Safety approach across child protection and youth justice in the Northern Territory. Signs of Safety is designed to increase child safety, empower parents and families and utilise the knowledge and expertise of case managers. The Aboriginal Leadership Framework makes sure our Aboriginal staff are at the centre of Signs of Safety implementation.

Funding to Aboriginal organisations has grown to \$12.7 million in 2019-20. This investment covers family support services, carer services, child and family centres, community youth diversion, youth justice services, out-of-home care and health and wellbeing programs and is symbolic of the changed approach to Aboriginal culture and organisations.



Significant work has been done to grow and expand our regional footprint across the Northern Territory so we can improve our connection with Aboriginal communities and better service our clients. In 2019-20 Territory Families successfully negotiated the continuation of Commonwealth funding for 69 Remote Aboriginal Family Support and Women's Safe House workers. Our frontline staff in Aboriginal communities are focused on supporting families to prevent the escalation of formal child protection interventions being required.

We have also partnered with Aboriginal organisations to improve our services and keep Aboriginal children with their families through the establishment of the Aboriginal Carers Growing Up Aboriginal Children Grants. Through this program our partner Aboriginal organisations have been able to identify and recruit more Aboriginal family, kinship and foster carers so Aboriginal children can remain connected to their culture, kin and country.

At the end of 2019-20 there are less Aboriginal young people in care and detention than there were four years ago. Significantly, there is increasing trust and the number of Aboriginal

families receiving intensive family support and contacting support services has increased. This is due to the focus on early intervention and family support programs and the changes made to our service delivery models.

In March 2020, our agency launched the Aboriginal Workforce Plan 2020-2024, a strategic document to drive the recruitment and career progression of Aboriginal staff in our organisation. As our work at Territory Families predominantly services Aboriginal children and their families, it is important that our workforce is representative of the people that we serve. The Aboriginal Workforce Plan sets out how we will grow the representation of Aboriginal employees across the agency and the actions we will take to improve recruitment, induction, professional development, and retention for Aboriginal staff.

In 2019-20, we also worked with Larrakia Nation Aboriginal Corporation to rename the meeting rooms at our Darwin Plaza office with traditional Larrakia names. This initiative was a progressive step forward in acknowledging the traditional owners of the country on which we regularly meet in Darwin.



Key Service Delivery Locations

We have expanded our regional service delivery model to bring frontline staff closer to where client needs exist. This regional approach allows local decision making to support the individual needs of families and enables children to remain connected to their culture and communities.

In 2019-20 Territory Families staff worked across 30 locations, with major service offices in:

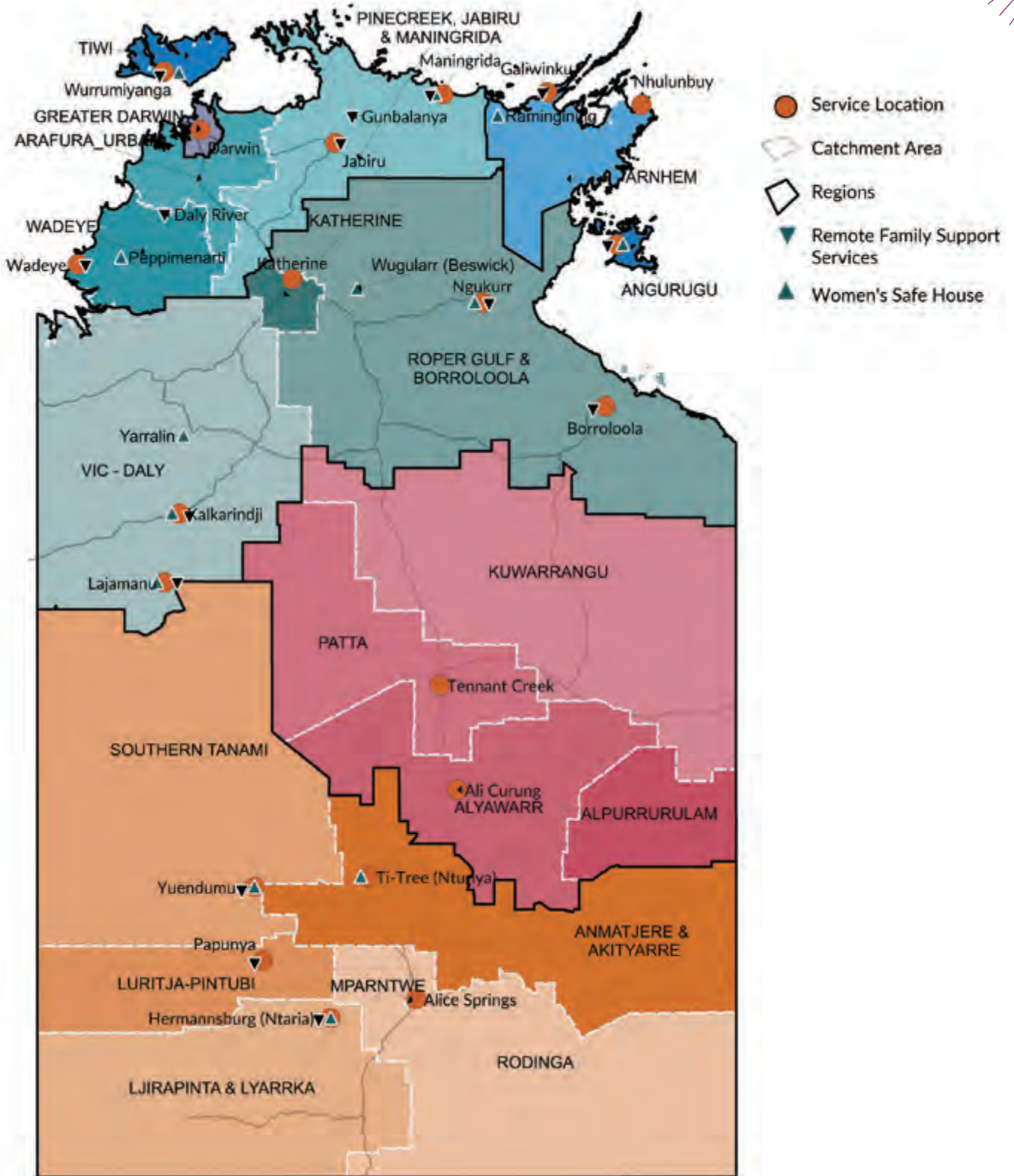
- Darwin
- Palmerston
- Parap
- Casuarina
- Nhulunbuy
- Katherine
- Tennant Creek
- Alice Springs

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

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



Territory Families Service Locations



Our People

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

Territory Families staff are hard-working and dedicated individuals who provide services in difficult and complex situations. The Northern Territory community can be proud of the social workers, youth workers, community workers, residential care and safe house workers and the administrative and policy officers who work to support the vulnerable members of our society.

Our workforce includes:

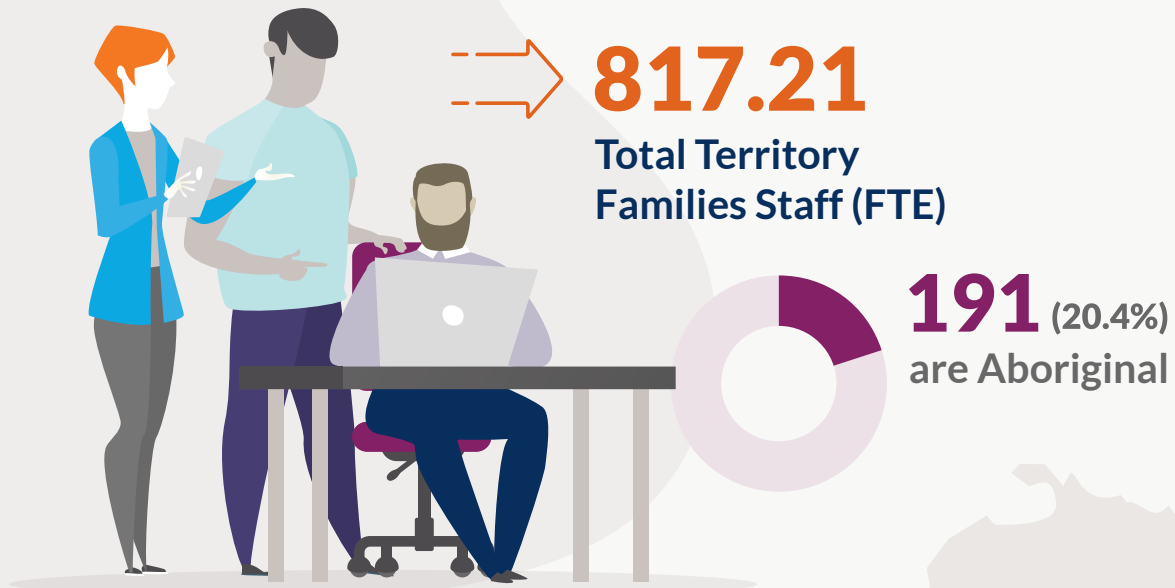
- child protection practitioners
- youth justice officers
- youth outreach and reengagement officers
- Aboriginal practice leaders
- practice leaders
- remote family support workers
- Aboriginal community workers
- carer assessment and support workers
- court officers
- women's safe house workers
- case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

At 30 June 2020, Territory Families' workforce comprised 817.21 full time equivalent (FTE) positions. Almost 60 per cent (483.88 FTE) are employed in frontline service delivery roles, comprising of: 306.08 FTE in Families and Regional Services; 7.60 FTE in Northern Territory Concession and Recognition Unit; and 170.20 FTE in Youth Justice.

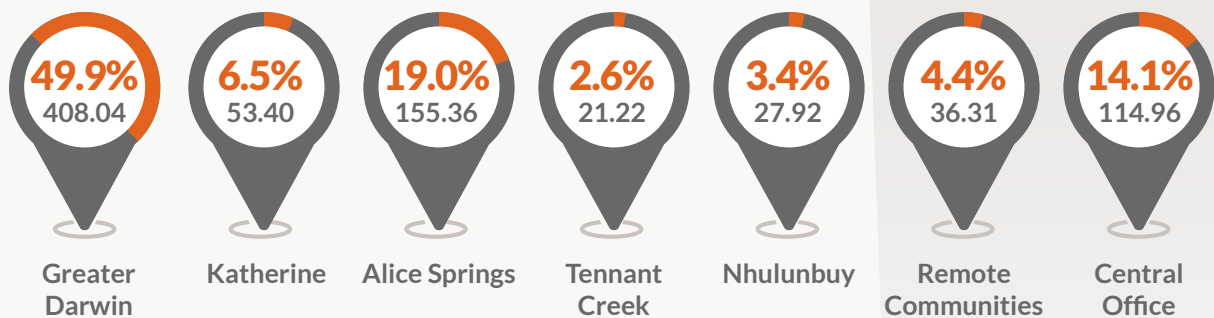
In 2019-20 the Territory Families workforce reduced by 78.7 full time equivalent positions. This included the transfer of 62 positions to the Department of Corporate Information Services and the Department of Infrastructure, Planning and Logistics through machinery of government changes.

Further details on Territory Families staffing and workforce are outlined under Agency Goal 5 'Value and Invest in Staff'.

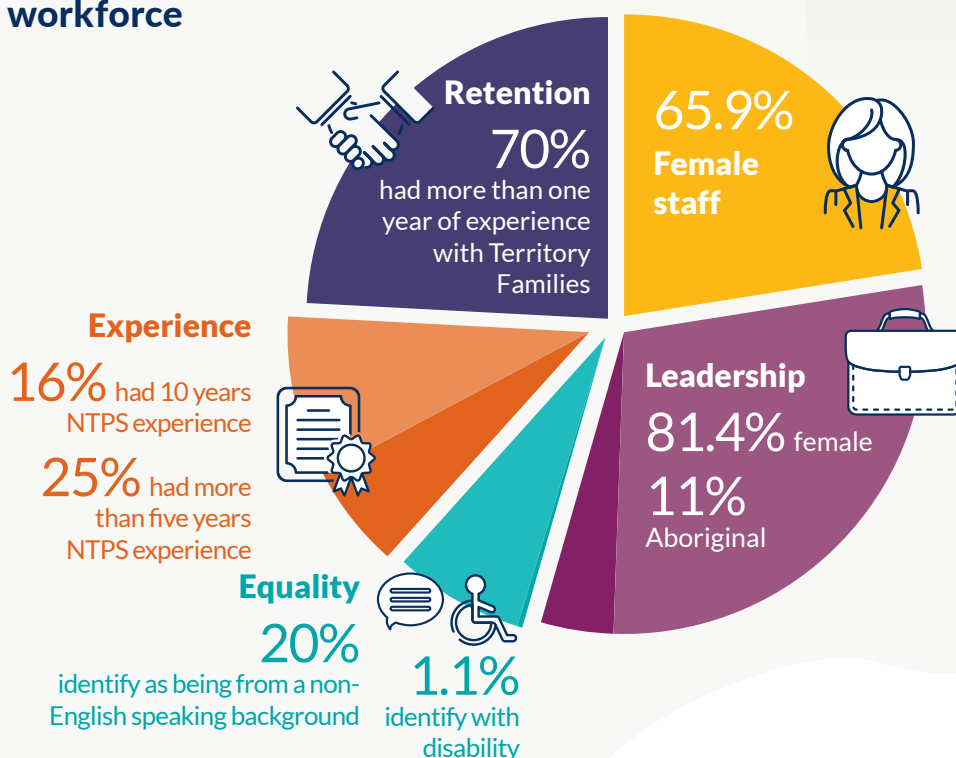




Staff (FTE) locations



Our workforce



Our Leadership

Territory Families is led by:

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

In 2019-20, Mr Davies chaired the Children and Families Standing Committee as well as held the role of Secretary to the Children and Families Sub Committee of Cabinet. In addition, Mr Davies was a member of the Territory Emergency Management Council with responsibility for the Welfare Group functions.

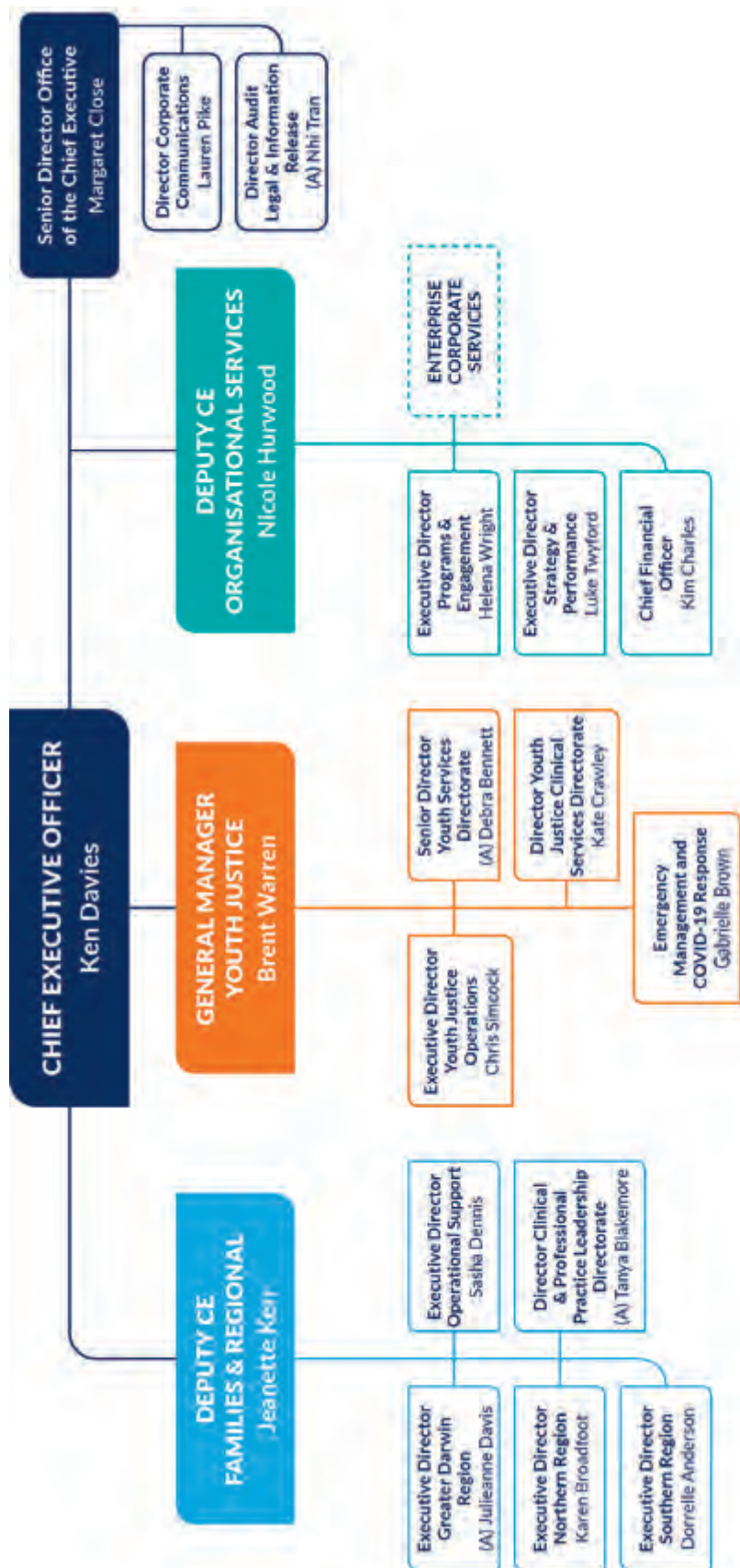


During 2019-20, Territory Families experienced changes to our organisational structure with the relocation of staff to both the Departments of Corporate and Information Services and Infrastructure, Planning and Logistics. In addition, there were staff movements in the roles of Senior Director, Office of the Chief Executive and Regional Executive Director, Greater Darwin. Territory Families' Organisational Structure including the names of all Executives as at 30 June 2020 is shown on page 22.



Territory Families Executive Leadership Group.

Territory Families Organisational Chart



Our Emergency Management Function

The Northern Territory *Emergency Management Act 2013* reflects an 'all hazards' approach to emergencies and disasters that may be experienced in the Northern Territory and provides authority for all four phases of emergency management including prevention, preparedness, response and recovery.

Roles and responsibilities that are activated during an emergency situation are assigned through the Territory Emergency Management Council, with Territory Families being the lead agency for the Welfare Functional Group. The major functions of the Welfare Group include:

- coordinating the establishment and operation of evacuation centres and welfare centres
- providing welfare and wellbeing support for vulnerable people
- facilitating relief and recovery including providing assistance to individuals experiencing personal hardship.

During 2019-20, the Territory Families Welfare Group was activated on four occasions, including to respond to a multiple fatality car crash at Gunbalanya in December 2019, a Tropical Low in January 2020, Tropical Cyclone Esther in February 2020 and the COVID-19 pandemic in March 2020.

The major priority of the Welfare Group this year has been our response to the global COVID-19 outbreak including the introduction of mandatory quarantine and biosecurity arrangements across the Northern Territory.



COVID-19 Pandemic Response – Welfare Functional Group

COVID-19 was first confirmed in Australia in late January 2020. Since that time, Territory Families as lead agency for the Welfare Group, has worked to support a whole-of-government Emergency Management Response to stop the spread of COVID-19 across the Northern Territory.

The Northern Welfare Group was activated on 6 March 2020, with the Southern Welfare Group activated on 16 March 2020 to support people entering the Northern Territory from overseas who were required to self-isolate or undertake quarantine in accordance with the Northern Territory Chief Health Officer's Directions.

The work of the Welfare Group is extensive and includes:

- providing accommodation and support services to travellers arriving into the Northern Territory
- participating in the development and implementation of Local Action Plans
- working in partnership with non-government services to operate biosecurity quarantine accommodation
- close collaboration with other emergency management groups and cells to operationalise the decisions of the Northern Territory and Commonwealth Governments.

On 1 April 2020, the Northern Territory Government, in line with the Chief Health Officer's Directions, required all international and interstate arrivals to the Northern Territory to undertake 14 days' mandatory quarantine in hotel accommodation as directed by the government at a cost to the individual of \$2500.

The Welfare Group established responses in Darwin, Nhulunbuy, Katherine, Tennant Creek and Alice Springs and received 1843 referrals for support as at 30 June 2020.

Between 24 March and 12 June 2020, around 2316 people commenced their 14 day mandatory quarantine period in hotel accommodation. This included 1165 people in Northern Region (Darwin, Katherine and Nhulunbuy) and 1151 people in Southern Region (Alice Springs and Tennant Creek).

The Chief Health Officer introduced new regulations on 15 June 2020 requiring people arriving in the Northern Territory from interstate to undertake 14 days of self-quarantine at their home, in private accommodation or in appropriate commercial accommodation booked by them and at their own cost.

The Welfare Group has been operational seven days a week since March 2020, completing long hours to respond to the needs of all individuals in quarantine. More than 110 staff from Territory Families, as well as the Departments of Infrastructure, Planning and Logistics, Education,



Local Government, Housing and Community Development, and Corporate and Information Services have assisted the Welfare Group in its functions and activities so far. In addition, many other staff from Territory Families and the Department of Corporate and Information Services have taken on additional responsibilities to operationalise the Welfare Group and support its administrative functions.

The Welfare Group brings together public servants from multiple agencies and professions with differing skill sets, knowledge and experience. It has worked to support vulnerable people, prioritise solution-focused responses and provide support services for those in quarantine utilising the team's diverse skills and knowledge.

The Welfare Group has worked to meet the specific needs of individuals in quarantine including providing medical supplies, delivering personal items and special food requests as well as celebrating special occasions such as birthdays, Easter and Mother's Day. As part of its role, the Welfare Group supported the Australian Federal Police to meet arrivals on commercial interstate and international flights at the airport, identified people with complex needs and ensured they had a connection to, and the support of others outside of quarantine, as well as access to specialist services if required. The Welfare Group worked collaboratively with other emergency

management cells to provide people arriving in the Northern Territory with the key messages and information needed to successfully comply with health regulations.

Working in partnership with the Australian Red Cross, the Welfare Group made ongoing and regular phone calls to people undertaking hotel quarantine to make sure they were connected with the services and essential items they needed. This also served as a check on wellbeing and provided an opportunity to chat to those in quarantine to help pass the time and proactively problem solve any issues.

The Welfare Group has supported the cultural diversity of people in quarantine and those from non-English speaking backgrounds and sourced speakers and translators to respond to people undertaking quarantine in Hindi, Samoan, Luritja Pintupi, Indonesian, Mandarin, Pitjantjarra, French, Warlpiri, Western Arrernte, Spanish, Anmatjere, Greek, Thai, Yolngu Matha, Greek and Czech.

During 2019-20 the Welfare Group provided training and development opportunities for government and non-government partners to expand resources for the Welfare Group teams and support the ongoing efforts to stop the spread of COVID-19 in the Northern Territory.

Training and Development

Training Type	Number of Participants (NTG and NGO)
Evacuation Centre Training	40
Evacuation Centre Management Training	11
Psychological First Aid Training	32



Territory Families' internal response to the COVID-19 pandemic

In response to COVID-19, Territory Families continued to adapt and enhance our service delivery to ensure the safety of our staff, vulnerable families and children.

Our organisational Emergency Management Committee activated our 'all hazards' emergency plans to protect staff and clients and to enable business continuity including implementing:

- physical and social distancing
- work from home arrangements
- monitoring of symptoms
- enhanced hygiene and cleaning practices
- use of technology in place of travel
- new models of engaging with families through internal border closures.

On 30 March 2020, Territory Families started offering working from home arrangements for staff including an alternating week option. A total of 285 employees opted to initiate work from home arrangements in accordance with our policy. This meant that up to a third of our workforce was able to work from home on a rotating basis. Implementation of working from home arrangements were staged and undertaken in accordance with the Working From Home Guidelines issued by the Commissioner for Public Employment. A range of options were also available for vulnerable staff, such as those with compromised immune systems and health conditions. This option was implemented to enable enhanced social distancing and limit any potential impact of community transmission of COVID-19. Staff members who were unable to work from home or who preferred to come into work each day could continue to do so.

In addition to protecting our workforce, the key priority of our agency during this time was to ensure consistent service delivery. This included our frontline staff remaining in communities to support children and families while adapting their practices to adhere to COVID-19 restrictions. This was achieved through refined practice guides, which advised frontline workers how to assess and respond to child protection related safety concerns in the changed COVID-19 environment. New ways of conducting safety checks using trusted local networks were implemented and our regional and remote operating model enabled staff to continue to be present in the communities despite the biosecurity borders.

When COVID-19 restrictions presented challenges for domestic and family violence services, Territory Families responded by developing a flexible-response funding program to assist women's crisis centres to provide outreach and alternative accommodation options. This ensured victims of domestic violence had somewhere to go if home was not a safe place.

When travel restrictions meant seniors were unable to use their \$500 Northern Territory Seniors Recognition Scheme travel vouchers before they expired, we extended voucher validity for an additional six months and gave members the option to switch to a prepaid card to access their benefit. Customer service centres were made COVID-19 safe and vulnerable seniors were made aware of alternative means of accessing support.

Much-anticipated school holiday programs were unable to proceed due to COVID-19 restrictions, so we worked with our partners to adapt activities and amend funding agreements to support innovative online programs, and to facilitate targeted outreach to provide vulnerable young people with food security and support.

The Territory Families Office of Multicultural Affairs utilised its network of multicultural groups and associations to provide the latest COVID-19 information to assist our diverse communities. We also worked with other government agencies to translate information and resources into a variety of languages to ensure our multicultural communities could understand and respond to health regulations and directions.

2

2019–20 Performance Overview



Key Events – 2019-20 at a Glance

2019

July



The new \$6 million Alice Springs Crisis Accommodation Centre was opened. This Crisis Accommodation Centre is the busiest in Australia. Managed by the Women's Safety Services of Central Australia (WoSSCA) the new centre provides family-focused accommodation and a space to support women and children seeking refuge from family violence.

The Back on Track: Cutting Youth Crime Plan was released to tackle youth crime by investing in programs that provide early intervention and prevention, diversion, consequences, rehabilitation and alternatives to detention. This includes bush camps, youth justice and victim-offender conferencing.

The free community shuttle service in Katherine was launched. Kalano Community Association operate the shuttle to assist families to access services in Katherine using funding from the Child and Family Community Grant.

The Signs of Safety practice model for child protection and youth justice was implemented across Territory Families. Signs of Safety changes the approach to child protection by working in partnership with families to increase safety and reduce risk by focusing on strengths and solutions.

The Palmerston Youth Action Plan was released, which was developed in consultation with the local community, non-government and government agencies. The plan identifies key priority actions to improve outcomes for young people in 2019-20.

August



Legislative Amendments to the *Care and Protection of Children Act 2007* were passed by Parliament to ensure early support and better outcomes for children and families.

A new Northern Territory Seniors Recognition Scheme prepaid card was announced to make it easier for seniors to access their \$500 payment for use towards cost of living expenses.

A site at Holtze was announced for the new Darwin Youth Justice Centre to deliver a secure rehabilitative youth justice program.

2019

September



An announcement was made about Kalano Community Association being set to receive \$1.5 million across five years to develop community youth diversion programs in Katherine, Beswick, Barunga and Mataranka.

Tangentyere Council Aboriginal Corporation launched the new foster and kinship care model Children Safe, Family Together. The care model and resource supports Aboriginal organisations to identify, recruit and support Aboriginal kinship and foster carers.

The Northern Territory Government passed amendments to the *Youth Justice Act 2005*, *Bail Act 1982*, and *Police Administration Act 1978* through the *Youth Justice & Related Legislation Amendment Act 2019*.

October



The first Back on Track youth bush camps were held for young people who have a high risk of offending and re-offending. The bush camps include specialist case management to help young people change their behaviour.

The first *Generational Change Reform Annual Report* was released, highlighting improvements made to the lives of children and families.

New Community Youth Diversion grants of \$3.155 million were provided to non-government organisations in locations including Alice Springs, Katherine, Ngukurr and Darwin to establish local programs that change the behaviour of young people and divert them away from the youth justice system.

SNAICC invited Territory Families to present at their national conference, the largest gathering of Aboriginal community controlled organisations in Australia involved in child protection, out-of-home care and community development.

Youth Action Plans for Alice Springs and Katherine were released. Developed in consultation with the local community, non-government and government agencies, the plans identify key priority actions to improve outcomes for young people.



2019

November



Six Northern Territory Aboriginal organisations were funded a total of \$2.2 million through Round 2 of the Aboriginal Carers Growing Up Aboriginal Children Grants to continue efforts to find, recruit and support more Aboriginal kinship and foster carers.

Back on Track started work with 44 young people to undertake assessments and provide case management as part of the first element of the program. For the first time, children under the age of criminal responsibility could be referred to services specifically designed for their age and level of risk as part of the program.

December



The final meeting of the 2019 Northern Territory Youth Round Table was held, with 16 young people presenting their community projects and recommendations directly to Government.

Territory Families partnered with the City of Palmerston to announce a new \$3.53 million Palmerston Youth Drop-In Centre as a way to engage young people in Palmerston.

A new Aboriginal Elders and Mentors Program was launched at the Alice Springs and Darwin youth detention centres.



2020

January



The process of renewing community youth diversion programs continued in more than 12 communities. The programs provide case management and activities for young people aged 10-17 subject to formal police youth diversion.

The Report on Government Services was released, highlighting major improvements in child protection and youth justice in the Northern Territory.

The Darwin Youth Action Plan was released, setting out the key priorities to improve outcomes for young people.

February



Seniors were provided with access to a new prepaid card through the Northern Territory Seniors Recognition Scheme, giving them greater flexibility on how to spend their \$500 annual payment on cost of living expenses.

The Big Rivers Child and Family Centre opened, providing the Katherine community with additional support for children and families. The Big Rivers Child and Family Centre was the first of 11 new centres to open and is operated by the Kalano Community Association.



2020

March



The Territory Families Welfare Group was activated as part of the Northern Territory Government's response to the COVID-19 pandemic. The Welfare Group supported people needing to self-isolate or undertake mandatory hotel quarantine in accordance with the Northern Territory Chief Health Officer's Directions.

Amendments to the *Care and Protection of Children Act 2007* and the *Youth Justice Act 2005*, *Bail Act 1982* and *Police Administration Act 1978* came into effect.

Designs for the redevelopment of the Alice Springs Youth Detention Centre were finalised and the tender for construction released. Improvements will provide greater amenity for young people, staff, service providers and visitors.

April



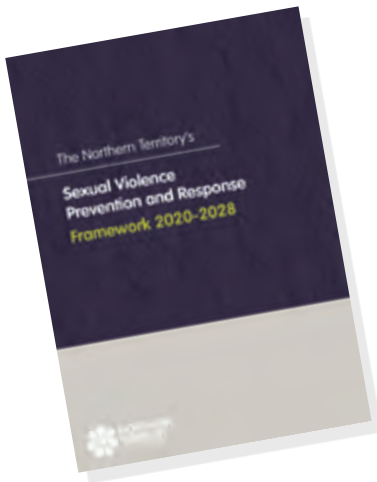
Territory Families continued to serve children and families in remote communities despite new restrictions on travel to communities as a result of the COVID-19 pandemic.

Territory Families worked closely with youth service providers to adapt youth programs during the school holidays in response to COVID-19. Regional approaches were developed to include more outreach services, one-to-one mentoring, interactive online activities, and food programs for at-risk young people and vulnerable families.



2020

May



The Northern Territory Government committed \$200 million across five years to provide Intensive Therapeutic Residential Care for up to 100 young people. The new model provides intensive care and a therapeutic environment for children and young people who have complex needs.

Ten domestic and family violence service providers were funded to deliver 35 projects to keep vulnerable Territorians safe and ensure victims receive the support they need.

Launched the first *Northern Territory Sexual Violence Prevention and Response Framework 2020-2028* as the first whole-of-government and whole-of-community approach to prevent and respond to sexual violence.

Community consultation was conducted to develop the Gender Equality Statement of Commitment.

June



The Palmerston Youth Drop-In Centre opened. The Youth Drop-In Centre is operated by YMCA NT in partnership with Larrakia Nation to engage the young people in Palmerston.

The Northern Territory Government announced \$4.54 million across five years to develop new short and long-term youth intervention work camps at Seven Emu Station, to prevent at-risk young people from offending.

The Tennant Creek Child and Family Centre was opened as part of an early childhood hub. The new centre is operated by Julalikari Council Aboriginal Corporation.



The *Multicultural Policy for the Northern Territory 2020-25* was released. It sets out the actions to support migrant and multicultural communities.

Finalised a Tennant Creek Youth Action Plan developed with the local community, non-government and government agencies, for release in July 2020.

Our Performance

FIGURE 1: Our budget paper key performance indicators

Territory Families	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Family Support						
Family Support cases commenced to support families with identified needs	286	228	313	1120	848	779
Proportion of children who were the subject of a substantiation in the previous financial year, and then a subsequent substantiation within 12 months	-	23%	21%	26%	24%	9.2%
Child Protection						
Child protection notifications received	17,032	20,465	22,313	24,743	23,482	25,500
Child protection investigations finalised	6870	8167	9027	10,448	5811	4833
Child protection investigations substantiated	2075	1907	2265	2366	1635	1319
Proportion of substantiations within 12 months of a decision not to substantiate	19%	19%	17%	22%	17.4%	7%
Out-of-Home Care						
Children in out-of-home care	997	1020	1049	1061	1054	1026
Children admitted to out-of-home care	335	315	304	297	248	226
Children exiting out-of-home care	251	304	281	286	258	267
Proportion of children admitted to out-of-home care who are Aboriginal	88%	93%	90%	89%	88%	81%
Foster places of care	229	249	272	279	302	305
Kinship places of care	205	205	215	254	297	280
Proportion of Aboriginal children placed with an Aboriginal carer	34%	36%	32%	34%	37%	35%
Proportion of children in out-of-home care longer than 2 years and with only 1 placement in the last 12 months	88%	87%	89%	89%	86%	89%

Territory Families	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Youth Justice						
Young people completing a restorative justice conference and agreement	-	-	25	262	269	168
Proportion of youths successfully completing community-based orders	51%	51%	60%	68%	69%	78%
Receptions into a youth detention facility	462	530	519	393	363	285
Daily average number of young people in detention	42	49	37	39	35	24
Proportion of daily average detention population who are Aboriginal	95%	96%	96%	97%	98%	97%
Proportion of daily average detention population who were on remand	-	-	75%	71%	72%	78%
Domestic, Family and Sexual Violence						
Clients provided with crisis accommodation services	-	4762	6536	6003	5806	4717 ¹
Child protection notifications associated with domestic and family violence	-	-	7134	7436	6788	8545
Reform Management Office						
New child and family centres opened	-	-	-	-	-	2
Seniors, Pensioners and Carers						
Concession recipients	-	19,546	19,345	18,717	18,661	15,920
Proportion of Territory senior population registered for benefits	-	-	-	94%	73%	82%
Community events for senior Territorians supported	-	-	45	53	55	52
Community Engagement and Programs						
Community events for young Territorians supported	-	-	146	142	162	173
Multicultural community events supported	-	-	109	123	112	108
Initiatives to enhance gender equity and diversity supported	-	-	29	71	65	75

Notes:

1. Data for the Northern Territory crisis accommodation services is collected and collated through the national Specialist Homelessness Services Data collection run by the Australian Institute of Health and Welfare. Data provided is to 31 March 2020.

GOAL 1:

Provide early support to children, young people and families

SUMMARY OF ACHIEVEMENTS

Territory Families is committed to intervening earlier to prevent children, families and individuals from entering crisis support systems.

For all Northern Territory children to thrive, our families need to be supported, especially when experiencing tough times. We are committed to working with children, families and communities to keep children safe. We work with at risk young people to divert them away from future offending and to re-engage them with their community in a positive way. We have listened to the evidence, heard the voices of children, young people and families, and partnered with community services and organisations. Our focus is clear and we are seeing significant positive outcomes from the changes we have made to principles, policy and practice.



Family Support Services

Territory Families delivers family support services through our Strengthening Families program. We provide case management services to address any risks identified in the family and can refer vulnerable families to external service providers and other government departments to connect families with the targeted assistance they need.

In 2019-20 Territory Families commenced 779 Family Support cases and 631 Strengthening Families cases to provide active support and intervention for families. This coincides with an increase in outsourced intensive family support work – with the Australian Institute of Health and Welfare Report highlighting a 79 per cent increase in the number of families receiving intensive family support in the Northern Territory. In addition, increasing family support work is occurring in child protection cases through the Signs of Safety practice model.

Impact of Remote Workforce **3 YEARS**

Remote Workforce Present



Remote Family Support Program

In 2019-20 Territory Families continued to broaden the roles of our remote based staff to include family support, child protection, women's safe houses, pensioner and carer concessions and youth justice services. We also enhanced the connectivity of remote staff with other government agencies and non-government providers in communities. Remote staff support the Department of the Chief Minister's Regional Network by providing liaison with community elders, local authorities and relevant boards to respond to community concerns and increase the safety of children and communities.

The positive flow-on effect of this is that our staff have strong and trusted community connections which have led to more families asking for support and assistance before a situation escalates. In 2019-20 comparative analysis was conducted on the remote locations where Territory Families had an office and staff located. This highlighted an 11 per cent reduction in the number of children with substantiated child protection cases in the community where our staff were placed. Communities with Territory Families Offices were also less likely to have children enter out-of-home care, and more likely to have children in care placed with family in their home community through a registered kinship care process.

Central Intake Service and Family Support

The FACES Team, co-located with the Central Intake Team, is now well established as a referral and information phone service that can help with a range of family and parenting needs – including everyday parenting challenges, rebuilding family relationships, home support, managing money or crisis accommodation. The FACES hotline provides an alternative pathway for families to receive family support outside of the child protection system and can also assist providers and other professionals working with the family to identify resources.

In 2019-20, the FACES Family Support Line NT received 1661 contacts. This included 667 direct calls from members of the community seeking help and assistance and 994 transfers from the child protection hotline. In response to these contacts there were 464 instances where information and advice was provided directly to the caller and 940 referrals to professional family support services. In recognition of their hard work, the Central Intake and FACES Team won the Excellence in Customer Service Award at the 2019 Chief Minister's Awards for Excellence in

the Public Sector. Territory Families continues to work with the Aboriginal Translation and Interpreter Service to translate FACES community education campaign materials.

In 2019, we extended the existing Intensive Family Parenting Service contracts until 30 June 2021. This extension is consistent with the extension of the Australian Government Intensive Family Support Service contracts delivering similar services across the Northern Territory and will enable our current reforms and studies into funding arrangements to be embedded and completed. It provides us with an opportunity to move further into the design of a coordinated and integrated family support system that is aligned with the Australian Government.

Territory Families continues to engage with stakeholders regarding future investment into family support funding in the Northern Territory. In December 2019, the Northern Territory Government submitted its response to the Productivity Commission's Draft Report on the Expenditure of Children in the Northern Territory. The findings of the Productivity Commission's Study will impact on the approach to Family Support investment by the Northern Territory and Australian Governments.

Child and Family Centres

Child and Family Centres coordinate the delivery of support services for children, young people and families and assist them to navigate the local service system to make sure their needs are met. The Northern Territory Government has invested \$11.4 million over four years (to 2021-22) to establish 11 additional Child and Family Centres, expanding the network of centres to 17.

The Reform Management Office has been engaging with priority communities to identify and establish Child and Family Centres, supported by local decision making and where possible operated by Aboriginal organisations. Each Child and Family Centre is tailored to meet individual needs and aspirations of the community with an overall aim to support families with children to access quality, culturally responsive programs and services in their local community.

The Big Rivers Child and Family Centre opened on 5 February 2020, providing the Katherine community with additional support for children and families. The Big Rivers Child and Family Centre is the first of the 11 new centres to open and is operated by the Kalano Community Association. The Centre provides easy access to support services for young people from pregnant mothers, infants through to young people and their families.

The Tennant Creek Child and Family Centre opened on 28 June 2020. The Centre, named Marlungku-kari Child and Family Centre means 'our family roots' in Warumungu language, and is operated by the Julalikari Council Aboriginal Corporation. The Child and Family Centre forms part of an early childhood hub and is co-located with the Family as First Teachers (FaFT) program and connected to the preschool and Tennant Creek Primary School.

Work is continuing with local communities in Kalkarindji, Wadeye, the northern suburbs of Darwin and East Arnhem to identify potential locations and service providers to operate and manage Child and Family Centres in those areas.



Reducing domestic, family and sexual violence

Domestic, family and sexual violence is a serious and life-threatening problem that crosses all ages, cultural, ethnic and social backgrounds.

In 2019-20, the Northern Territory Government invested an additional \$6.49 million to support the implementation of the Northern Territory's Domestic, Family and Sexual Violence Reduction Framework 2018-2028: Safe, Respected and Free from Violence and associated action plan. This funding included:

- \$2 million provided to enhance service delivery in 10 specialist organisations who work to reduce domestic, family and sexual violence. The Specialist Domestic and Family Violence Services Grant Funding will deliver 35 projects across the Northern Territory focused on providing counselling services, creating flexible care packages for clients, increasing outreach services and improving the governance and operations of services including staff health and wellbeing. Some of the successful projects include development of a Men's Behaviour Change program in Wadeye by CatholicCare NT and specialist counselling for victims of domestic, family and sexual violence in Gunbulanya delivered by the West Arnhem Regional Council.
- \$1 million in grant funding released to improve the safety of women and children in the Northern Territory through the Safe, Respected and Free from Violence Prevention Fund Grant program enabled NAPCAN and CatholicCare NT's NO MORE (Violence) Campaign to partner to develop a series of short, locally-based community service advertisements and a training package that aim to help bystanders know how to prevent and intervene early in relationship violence.
- \$1 million towards perpetrator programs delivered by CatholicCare NT and Tangentyere Council.

- \$1 million being invested in improving the practice and building the capacity of the sector and other frontline workers to identify and respond to victims.
- \$1.45 million for community engagement and prevention initiatives.

In 2019-20, Territory Families committed to five-year funding under a Memorandum of Understanding with Northern Territory Police for the continued operation of the Family Safety Framework in six locations across the Northern Territory: Darwin; Katherine; Tennant Creek; Alice Springs; Nhulunbuy and Yuendumu. Under the agreement, \$325,000 funds administrative and intelligence officer positions within Police to support the essential work of the Family Safety Framework to improve safety for women and children at risk of serious harm due to domestic, family and sexual violence.



Youth Services

The Northern Territory Government allocated an additional \$2.35 million to the Regional Youth Services Program in 2019-20, bringing the total amount invested in grants support to \$4.39 million per year. Of this \$2.61 million was administered towards the delivery of core after-hours services including school holiday programs with a focus on linking those who are most vulnerable to relevant support services.

Territory Families worked to engage and support young people through a range of after-hours activities and services. School holiday initiatives helped young people stay actively engaged and positively connected to their community during the school holidays, while term-time evening and weekend events and activities were held to engage young people and reduce anti-social behaviour at night. In addition to core services a total of \$1.75 million was invested through Regional Youth Activities Grants in urban areas to assist delivery of over 1000 school holiday activities promoted through online calendars during the October, December/January and April school holiday periods.

During 2019-20, youth action plans were developed for Darwin, Palmerston, Katherine, Alice Springs and Tennant Creek. The Regional Youth Services Program coordinates youth services and the implementation of regional youth action plans to ensure young Territorians are safe, engaged, educated, valued and contributing members of the community. The youth action plans are developed by the local community and guide local decision making, local responses and local actions to improve the wellbeing of young people through building strong partnerships.

Territory Families also partnered with the City of Palmerston to establish the Palmerston Youth Drop-In Centre. An initiative under the Northern Territory Government's Breaking the Cycle of Crime, the centre is designed to engage with young people and provide them with a safe space and access support and services. The Palmerston Youth Drop-In Centre opened on 28 June 2020, in time for the June/July School holidays. It is operated by the YMCA NT in partnership with Larrakia Nation and delivers interactive activities and education programs. Transport is also arranged for young people to take them to a safe environment when the centre closes each day.



GOAL 2:

Safeguarding the wellbeing of children, young people, families and the community

SUMMARY OF ACHIEVEMENTS

Territory Families is provided with specific powers and responsibility to respond to family and community challenges in child protection, youth justice and domestic, family and sexual violence. We seek to respond appropriately, practically and constructively to the challenges and issues families and communities experience.



Community Youth Justice

Our vision is for a youth justice system that contributes to community safety and reduces offending and re-offending by young people.

Through the Youth Justice portfolio Territory Families provides:

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

There has been significant Northern Territory Government investment in youth justice programs to ensure young people are held accountable for their actions in ways that change their behaviour and ensure there are consequences for offending. Investment in this portfolio is now \$61 million, representing a doubling of funding from four years ago. We have partnered with Police and non-government organisations to manage and support high risk youth offenders and work on family responsibility.

Consequently, in 2019-20 the number of children engaged in outreach, diversion, community supervision and bail accommodation increased dramatically, as Territory Families extended its reach to all areas of the youth justice system. As at 30 June 2020, 153 young people were on community supervision orders and Youth Outreach and Re-Engagement Officers (YOREOs) had 94 current cases. In addition 78 per cent of young people successfully completed community based orders. As at 30 June 2020, 58 young people are in the Back on Track program, with a further five eligible youths waitlisted and two who are pending assessment/consent. In 2019-20, 252 young people completed bail orders, at a rate

of 76 per cent. Both the number and percentage of young people who have completed bail orders continues to rise from 2015-16 when there were 39 young people who completed bail orders and completion rate of 53 per cent.

Youth Outreach

Territory Families' Youth Outreach and Re-Engagement Teams provide a focussed, responsive and culturally appropriate service and programs to young people that support reintegration and build community safety. Under the program, officers work with young people, their families and communities to provide tailored support that meets the needs of young people, including compliance with court orders.

The Youth Outreach and Re-Engagement program has grown significantly with now more than 65 staff working from youth outreach hubs in Casuarina, Palmerston, Nhulunbuy, Groote Eylandt, Katherine, Tennant Creek and Alice Springs to service the Northern Territory. Through this program Territory Families provided case management to young people. This included the provision of statutory case management support to 205 young people and voluntary case management support to 233. The teams improved opportunities for young people sentenced to undertake community work, with a number of community work projects approved including Youthworx NT providing pre-employment support to improve work readiness for young people, Kalano Community Association providing a wide range of activities from front office reception experience, women's groups, to fencing, municipal work, landscaping and maintenance of Kalano community, and the Outreach and Re-Engagement Teams providing mentoring and support and giving young people opportunities to assist with the provision of school holiday activities.

Youth Diversion

Youth diversion programs provide the Police and the Courts with options to provide young people with interventions that make a difference. In 2019-20 as part of Government's continued support to youth diversion and alternatives to detention programs, Territory Families committed

\$3.155 million to fund ongoing delivery of community youth diversion programs for 10-17 year olds. The new community youth diversion service providers include:

- Danila Dilba Health Service for the Greater Darwin region
- Tennant Creek Mob Aboriginal Corporation (The Mob) for the Barkly region including the township of Tennant Creek and the communities of Ali Curung and Elliott
- The Gap Youth and Community Centre Aboriginal Corporation (Gap Youth) for Alice Springs
- Kalano Community Association for the Big Rivers region including the Katherine township and the communities of Beswick, Barunga and Mataranka
- Yugul Mangi Development Aboriginal Corporation for Ngukurr
- Adjumarllarl Aboriginal Corporation for the communities of Gunbalanya and Jabiru
- Thamurrur Development Corporation for the communities of Wadeye and Peppimenarti
- MacDonnell Regional Council (MacYouth) for the communities of Amoonguna, Areyonga, Haasts Bluff, Hermannsburg, Kintore, Mount Liebig, Papunya, Santa Teresa, Titjikala.

Community youth diversion is supported through local decision making, providing opportunities to transfer government service delivery to Aboriginal people and organisations based on their community aspirations. This ensures future programs align closely with the needs of the community, enabling local solutions to be developed that best manage the complexities of each region.

Youth justice conferencing enables young people to engage with their victims and undertake actions that restore justice and give back to the community to make amends for their offending. Over 2019-20, there were 309 young people engaged in a youth diversion case management plan.

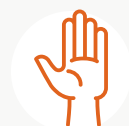
In 2019-20, 237 conferences were convened involving 203 young people. Within six months of completing a conference, 132 of 190 young people followed up (70%) did not re-offend. Within 12 months of completion of a conference, 28 of 44 young people followed up (64%) did not re-offend.

An additional 10 case conferences were convened by Jesuit Social Services.

203

Young people attended a Youth Justice Conference

Point in time Youth Outreach



233

Voluntary



205

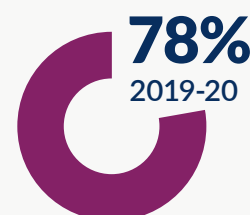
Court-Ordered



9% increase

in young people
completing Community
Based Orders

Supervision Successful





Youth Work and Training Camps

In 2019-20, Territory Families worked to develop and implement a range of youth bush camps and training and work camps to divert young people with a high risk of offending or re-offending away from the youth justice system.

In 2019-20, despite the restrictions imposed by COVID-19, a total of 11 camps for 67 young people were held by three organisations in accordance with appropriate social distancing and wellbeing practices. Creating a Safe, Supportive Environment (CASSE), MacDonnell Regional Council Youth Services (MacYouth) and Operation Flinders delivered the bush camps for young people and their families. The camps provide intensive case management and focus on accountability while emphasising strong cultural practices and increased engagement with family and community.

Territory Families invested \$4.54 million across five years to develop new intensive short and long-term youth intervention work camps at Seven Emu Station in the Gulf district in partnership with Jarrdimba Bayamuku Aboriginal Corporation. The camps focus on building young people's cultural knowledge and identity, understanding of consequences, development of personal responsibility, work ethic and experience and problem solving skills. They will provide practical learning, vocational education training and work programs such as land management, tourism, construction and managing an organic cattle station.

The Northern Territory Government has provided \$3.6 million in funding to develop an early intervention, youth supported accommodation program in the Barkly Region. Work is progressing to finalise designs and a site for the Barkly Work Camp which will provide a residential style work camp in the Barkly Region for young people engaged with the youth justice system.

Back on Track

The Back on Track Program is an alternative sentencing program that addresses at risk behaviour and supports re-engagement with education, training and employment. The \$5 million program was announced in July 2019 and became operational in September 2019 providing the Police and the Courts with an alternative sentencing program. The program is delivered in Darwin, Palmerston, Alice Springs, Tennant Creek, Nhulunbuy and Katherine and provides an extensive suite of measures to coordinate services for 10-17 year olds. The Back on Track Program is delivered by a mix of highly qualified Aboriginal organisations, health providers, registered training organisations, social services and private enterprises who work with the young people to address at risk behaviour, and support re-engagement with education, training and employment.



Supported Bail Accommodation

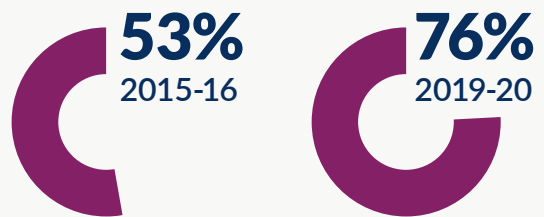
Territory Families established Youth Bail Support Accommodation Services in Darwin and Alice Springs to provide a safe environment for young people aged 10 to 17 years to increase their chance of complying with bail conditions. The accommodation offers a secure, home-like environment to young people on Court Orders including Good Behaviour Orders and Suspended Sentences and has contributed to a reduction in the number of young people remanded in watch houses or youth detention centres. In 2019-20, 86 young people received 126 periods of supported bail accommodation. About 76 per cent of young people who utilise youth justice accommodation services successfully complete their bail order compared with 68 per cent previously.

Territory Families also provides other bail support services including bail supervision and a youth support line (1800 BAILED) to ensure enquires and referrals from Northern Territory Police, Courts and legal services can be received 24 hours a day, 365 days a year. Territory Families invested \$0.48 million in 2019-20 to maintain the Electronic Monitoring capability in the youth justice system. Electronic Monitoring allows

young people to remain in the community under strict supervision and court ordered conditions. In 2019-20, 144 young people were placed on electronic monitoring by Police or Courts. This has increased from 107 young people in 2018-19.

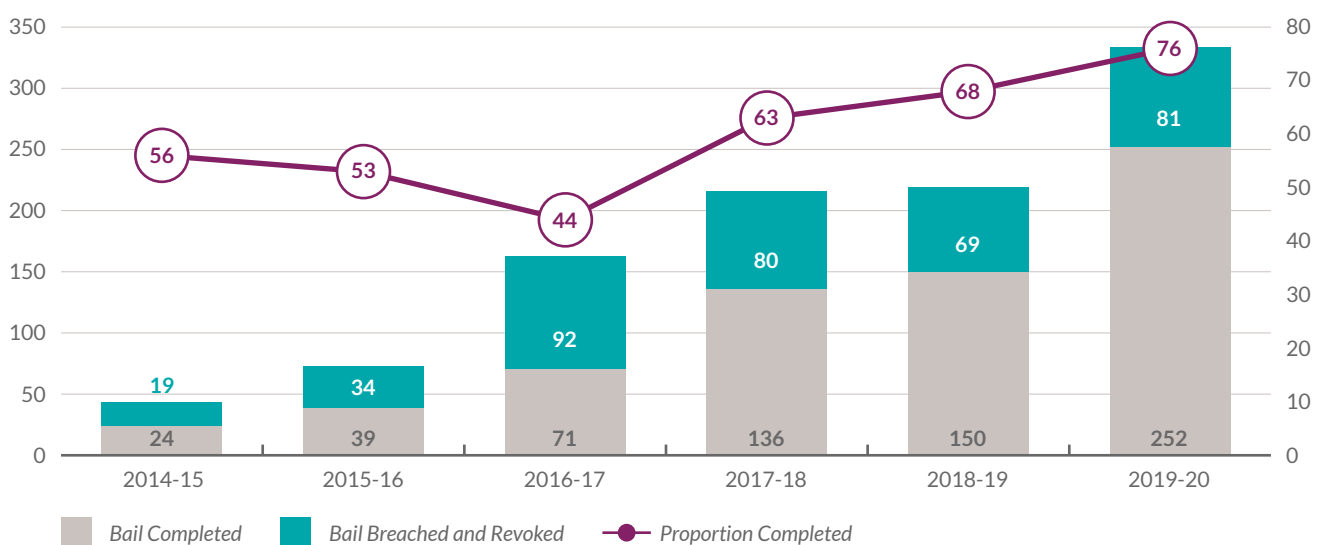
86 Young People received supported bail accommodation

Bail Successful



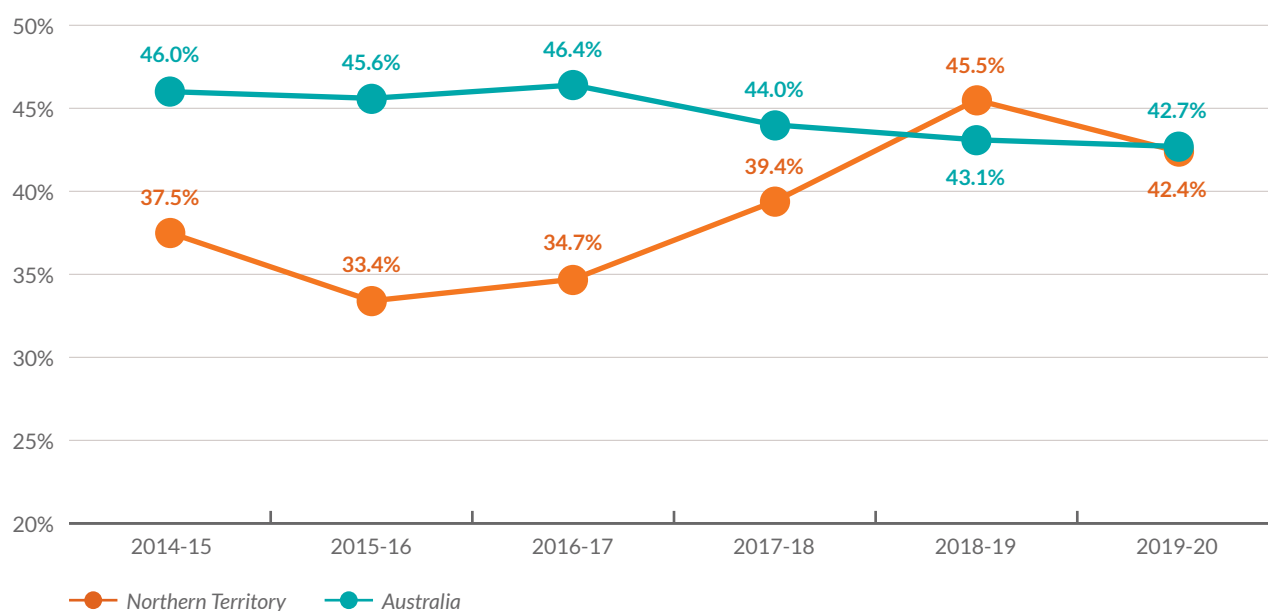
25% Young people decrease on breaching bail

FIGURE 2: Bail order completion by year

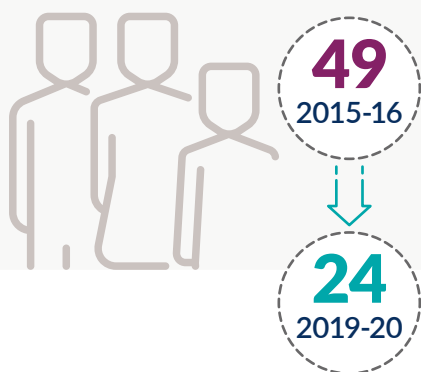


Youth Justice Outcomes

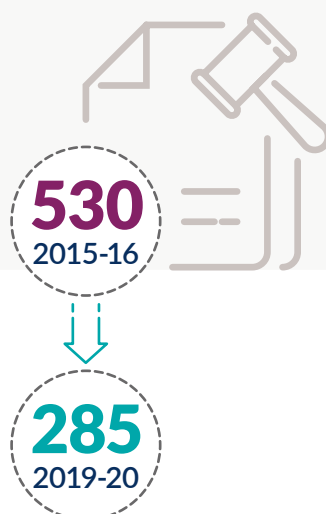
FIGURE 5: Youth diversions as a proportion of offenders



Daily average youth in detention



Detention receptions



Youth Detention Initiatives

Throughout 2019-20 we continued to improve detention centre operations. An investment of \$3.3 million saw changes to youth detention centre staffing that included more officers in leadership roles in recognition of the complexity of the work, along with more training, support and opportunities for career development for staff. We appointed new staff above previous establishment levels to improve both their safety and service delivery to young people in detention. We also continued to improve our day to day management of young people, with additional programs and services operating within detention facilities to provide a better response to criminogenic risk factors.

The recruitment and attraction strategy included online and print media recruitment promotions. The designated level for a Youth Justice Officer was raised from Administrative Officer 3 to an Administrative Officer 4 to attract more qualified staff, and all Youth Justice Officers must upskill through completion of the Certificate IV in Youth Justice in their first 12 months of employment. Future improvements will include roster alignment to support the planned training needs of existing and new staff and the implementation of an assessment centre to establish a pool of viable candidates.

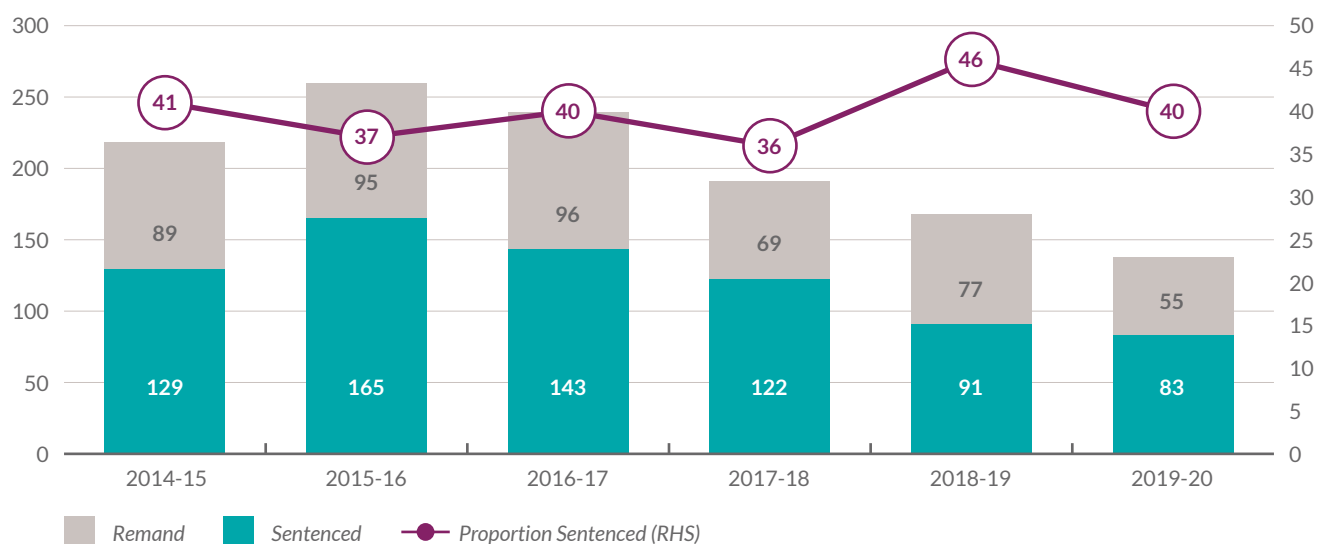
Territory Families invested \$870,000 in the Youth Justice Officer Training and Induction Program and six Youth Justice Officer Induction Training courses were held – four in Darwin and two in Alice Springs. The course was redesigned to provide additional operational training, including live drills and with a focus on responding appropriately to de-escalate situations using situational awareness and verbal strategies; managing critical incidents safely using a team approach; and escorting. The Youth Justice Officer Induction and Training course is now six and a half weeks in duration.

A new Aboriginal Elders and Mentors Program was launched in both the Alice Springs and Darwin Youth Detention Centres to meet the cultural needs of young people in detention in December 2019. The Program brings strong Aboriginal role models into the centres and assist to link young people back to their communities. The elders and

mentors work with the young people to provide guidance, increase cultural connections, respect and individual health and wellbeing, improve engagement with education and training, reduce negative behaviour and prevent re-offending. Elders attend the detention centres each month and the mentors meet with the young people every fortnight. The program is endorsed and supported by NAAJA.

On 30 June 2020, the daily average number of young people in detention for 2019-20 was 24. This is significantly lower than the Budget Paper 3 target of 39, and reflects a reduction of 21.5 per cent compared with the same time last year (35). The continued reduction of the volume of children in detention is offset by an increasing number of young people in community youth justice programs. In 2019-20, there were 285 receptions into youth detention which is 21 per cent or 78 receptions less than 2018-19 (363).



FIGURE 3: Number of youth receptions and daily average at detention facilities**FIGURE 4: Unique youth in detention by year by sentenced status for completed orders**

Domestic, Family and Sexual Violence

Domestic, family and sexual violence is a serious, prevalent and life-threatening problem that crosses all ages, cultural, ethnic and socio-economic backgrounds. Too many families and communities know and feel its devastation. The Northern Territory Government this year committed to preventing and responding to sexual violence, reducing its frequency, and providing safety and support to those who experience it.

In 2019-20, Territory Families was allocated \$29.4 million for the domestic, family and sexual violence portfolio. Through this budget, Territory Families funds 32 services throughout the NT to deliver crisis accommodation and support for women and children escaping family violence, and to provide perpetrator interventions. This included an additional \$2 million allocation to existing Territory Families funded domestic and family violence services to provide outreach services, counselling and clinical and professional practice supervision.

In March 2020, the Australian Government announced a \$150 million support package for Australians experiencing domestic, family and sexual violence during the COVID-19 pandemic. The Northern Territory Government signed a National Partnership Agreement with the Australian Government on 30 April 2020 which provided the Northern Territory \$1.6 million in 2019-20. This support complemented a \$300,000 allocation to Territory Families funded domestic, sexual and family violence services to support their response to the COVID-19 pandemic.

In 2019-20, Territory Families released our comprehensive eight-year strategy *Northern Territory Sexual Violence Prevention and Response Framework 2020-2028* which is the first whole-of-government and whole-of-community approach to preventing and responding to sexual violence in our community. The Framework was developed in consultation with non-government organisations and networks who specialise in domestic, family and sexual violence service provision, Aboriginal organisations and community members. The Framework is a key priority under Action Plan 1: *Changing Attitudes, Intervening Earlier and Responding Better (2018-2021)* of government's 10 year strategy to reduce violence through its *Domestic, Family and Sexual Violence Reduction Framework 2018-2028 - Safe, Respected and Free from Violence*.

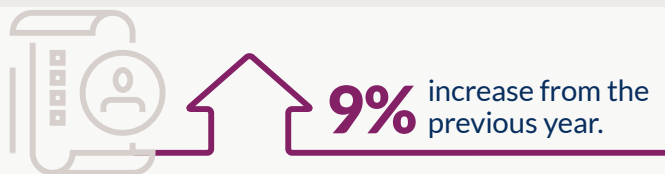
The number of notifications received by Territory Families with a contributing factor of domestic violence has increased significantly by 25.9 per cent, from 6788 in 2018-19 to 8545 in 2019-20. Domestic, family and sexual violence is a key driver of children entering the child protection and youth justice systems. A specialist domestic, family and sexual violence clinical practitioner now works in each region to support the integration of the child protection and domestic, family and sexual sectors. To improve practice Territory Families has adopted the *Safe and Together Model*. Safe and Together Training was held in 2020 and regional Memorandums of Understanding are being developed between specialist services and Territory Families to further integrate and standardise practise.

In addition, Territory Families funds and operates domestic and family violence shelters and Women's Safe Houses in 30 locations across the Northern Territory. These facilities provide a safe place for women and children escaping domestic and family violence. Building on service reviews of Nhulunbuy, Tennant Creek and Katherine women's shelters, the Barkly and Big Rivers Service Review was finalised in 2019. The Review completes Stage 1 of Government's commitment to establish a specialist domestic, family and sexual violence hub in the Barkly Region.

The *Domestic and Family Violence Act 2007* was also amended in 2019 to introduce an Information Sharing Scheme. The scheme designates government agencies as Information Sharing Entities who are required to share information in order to assess and manage a serious risk of violence. Non-government organisations providing a domestic, family and sexual violence service will become eligible to apply to become an information sharing entity in late 2020. A Common Risk Assessment and Management Framework and Common Risk Assessment Tool have been developed to raise standards and consistency across the sector in identifying and responding to domestic, family and sexual violence risk. Alignment with the framework and tool is mandatory for the information sharing entities.



In 2019-20, Territory Families received 25,500 notifications.



The growth in notifications is attributed to increased usage of professional online reporting tools introduced in **January 2019**.



These online reporting tools enable frontline workers – such as **police**, **nurses** and **teachers** – with an improved online reporting system that increases their ability to provide Territory Families with relevant information.



In 2019-20, there were **9351** notifications for child protection services using professional online reporting tools.



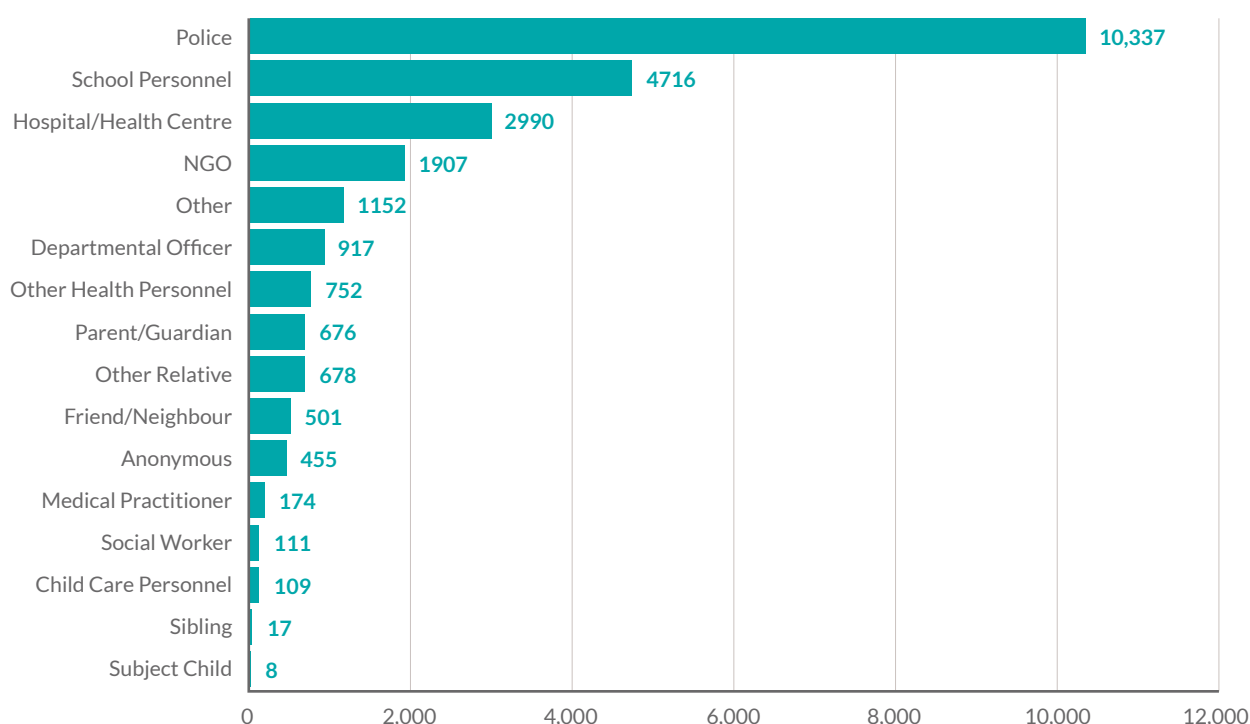
Child protection initiatives

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

There has been a significant shift across the child protection system as we have worked to implement a number of reforms that focus on early intervention and provide earlier support to families. Our focus has transitioned to early intervention, including working with families using the Signs of Safety model to coordinate safety planning and to connect families with 'wrap-around' services. As a result there has been an increase in Strengthening Families Services and a reduction in child protection investigations and substantiations.

We have reformed our Central Intake service and are providing a more responsive and professional service. This service is staffed by 40 professional and administrative support staff who assess all reports made about children. The service operates 24 hours a day, 365 days a year. We have created a Clinical and Professional Practice Leadership Directorate to provide professional leadership and direction in strengthening child and family practice capability, and develop a culture of practice excellence through ongoing professional development. We have also introduced Safe and Together to enhance the depth of practice that relates to Child Protection investigations where there are concerns for domestic and family violence.

In 2019-20, we have continued to see reductions in the demand for child protection services – a result of our investment in early intervention and prevention, our new approach to family support and our improvements to child protection processes and practice. Specifically we have implemented policies and procedures, and to enable in time recording of case notes, supplied staff with mobile technology (laptops and phones) and tools needed to reduce the administrative burden, so they can prioritise and focus on the safety of children.

FIGURE 6: Notifications in 2019–20 by notifiers

Despite the increase in the number of reports, the number of individual children subject to a report has remained stable. Territory Families is receiving more reports about the same children. In 2019-20 11,696 unique children were reported to Territory Families. This was in line with 11,447 reported in 2018-19 and down from 11,937 the year before.

Of the 25,500 notifications received in 2019-20, 5220 proceeded to new child protection investigations, 2118 had child protection investigations in progress, 869 had strengthening and family support cases in progress and 429 have substitute care cases in progress.

Overall Territory Families is receiving greater information about children that might be at risk – and is more effectively able to use this information to target support services and investigations to children who require a response.

Over the last two years, the number of child protection investigations finalised and substantiations have declined, as a result of the one-child, one case policy introduced from 1 July 2018. In 2019-20, 4833 child protection investigations were finalised, 17 per cent less than the previous year.

The number of substantiated cases where a child was found to have been harmed, or at risk of harm, was 1319 on 30 June 2020. For unique children, the number of substantiations to 30 June 2020 is 1264 compared to 1580 at the same point in 2019. At 610 instances and 46 per cent of the total, emotional harm is the most prevalent harm type substantiated in the Northern Territory. Neglect (355) and physical abuse (285) are the next most prevalent, followed by sexual exploitation (69).

FIGURE 7: Investigations and substantiations by year

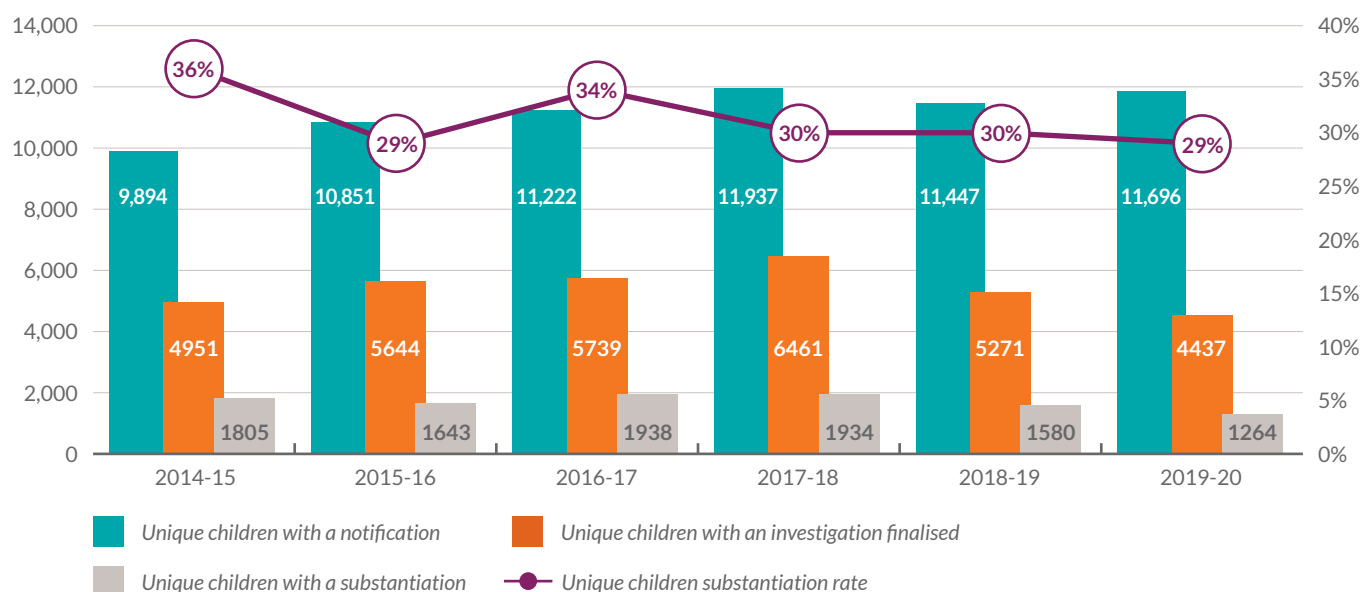
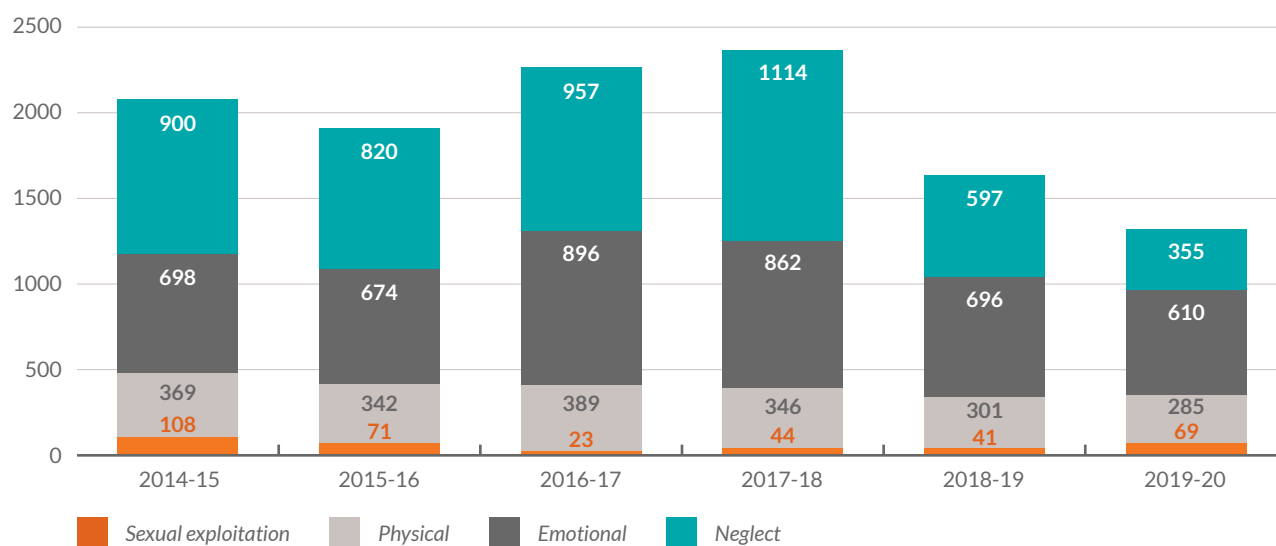


FIGURE 8: Substantiations by harm types



Out-of-Home Care Initiatives

All children deserve to grow up in an environment where they are safe, connected to their culture and supported to thrive. Sometimes this is not always possible and children need to enter the care of Territory Families CEO. Our vision for out-of-home care, is to have a system and services that focus on, and are responsive to, the needs of children and young people in care. We have invested in a reform program to transform out-of-home care, improve the quality of care and practice and prioritise family and kinship care as the primary care type.

Territory Families is implementing the new out-of-home care model and continuing working to transform the way the system currently operates.

FIGURE 9: Children in out-of-home care by placement type

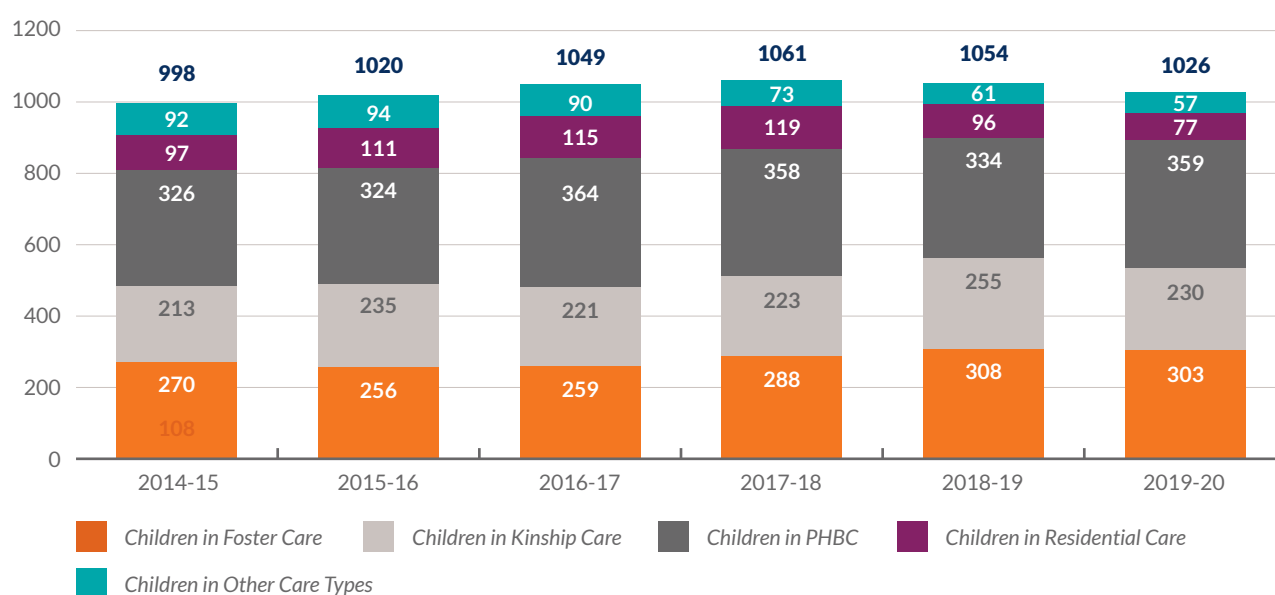
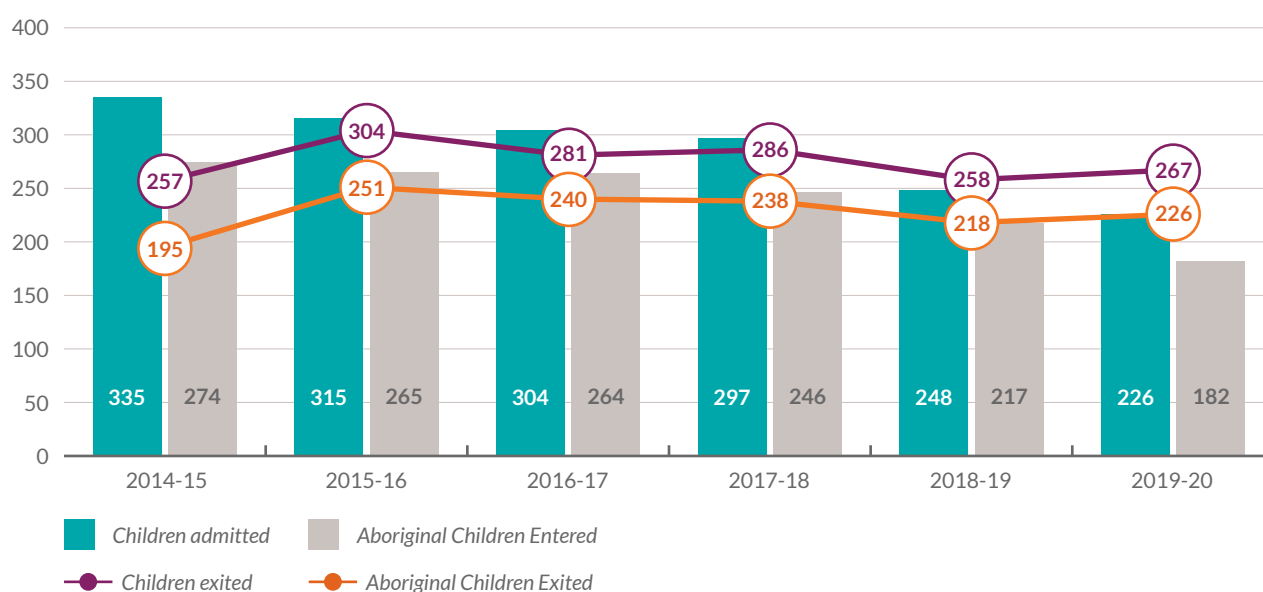


FIGURE 10: Entries to care and exit from care



As at 30 June 2020, there were 1026 children in care. This is a decrease compared to the previous year (1054). 2019-20 is the second consecutive year in which the number of children in care has reduced.

Of the 1026 children in care:

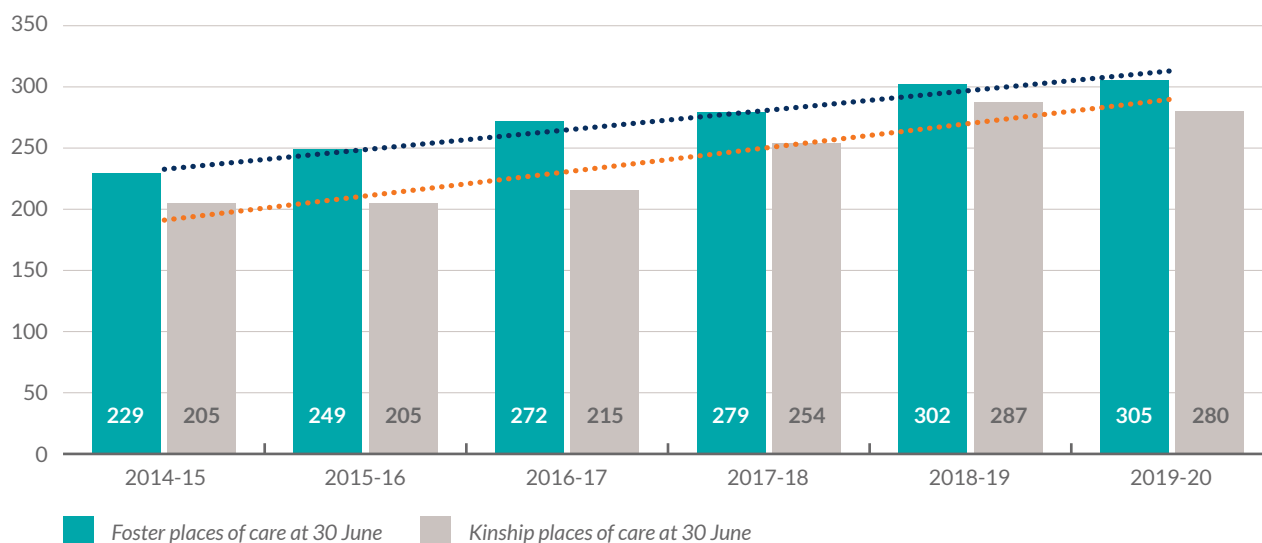
- 640 (more than three in five children) will be in care until they are 18 years.
- 359 children are placed in purchased home based care. This is the largest placement type category for children in care, followed by 303 children in foster care and 230 children in kinship care.
- 89 per cent of children in out-of-home care longer than two years had only one placement in the last 12 months. This is in line with the Budget Paper 3 target of 90 per cent.

In 2019-20, the number of children entering into care (226) has decreased and more children have exited out-of-home care (267). The proportion of children entering into care who are Aboriginal has decreased from 88 per cent in 2018-19 to 81 per cent in 2019-20. Around 88 per cent (910) of children and young people in care are Aboriginal. In August 2019, a new Aboriginal Foster and Kinship Care Model was released.

The Model was produced by Tangentyere Council Aboriginal Corporation in partnership with Territory Families through a \$200,000 grant. The Children Safe, Family Together model was designed to identify, recruit and support Aboriginal family, kinship and foster carers so Aboriginal children can stay at home with family in culturally appropriate settings. The model is based on four phases which represent the life cycle approach of children in care and provides the basis for the agency's partnership with Aboriginal organisations to increase the number of children in care being supported by kin.

Following the success of the original Aboriginal Carers Growing Up Aboriginal Children Grant Round, a second grant round was released to continue efforts to increase the number of Aboriginal Kinship and Foster Carers. In addition to the two existing providers, four new organisations received grants including Yalu Aboriginal Corporation, Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council, NT Stolen Generations Aboriginal Corporation and Kalano Community Association Incorporated. So far, almost \$3 million has been invested in this reform program so more Aboriginal children in care can be placed with family.

FIGURE 11: Foster and kinship places of care



Territory Families is working to provide therapeutic services that are designed to achieve positive outcomes for children and young people in care. In December 2019, a two-stage procurement process was finalised for new Intensive Therapeutic Residential Care providers. In May 2020, Life Without Barriers and CASPA were awarded a five year contract to deliver intensive therapeutic care and support from their respective commencement dates (Life Without Barriers – 1 September 2020 and CASPA – 1 February 2021). Intensive Therapeutic Residential Care provides intensive care and support to children and young people aged 12-17 years who have complex or extreme needs and are unable to be placed in family based care. Through this approach young people are connected to the appropriate support services and treatments, with the aim of retuning them to family-based placements as quickly as possible.

A new Welcome to Our Home booklet and procedures were developed to provide children transitioning to a new care placement with an informative and welcoming introduction. The idea behind the booklet stemmed from feedback received from young people in care through the CREATE Foundation Youth Round Table. Young people wanted to be provided with information and photos about the carer they were going to be placed with, their home, family and activities and routines.

All Territory Families funded services who deliver care to children and young people unable to live at home are assessed under the Quality Assurance Program in recognition that providers Conditions of Contract require services to be provided in accordance with appropriate standards, principles and practices. The cyclical two year Quality Assurance Program is an ongoing assessment and review process to determine whether identified standards, principles and practices are being met in order to measure the standard of care delivered to children and young people. In alignment with the program in 2019-20 Territory Families undertook 112 unscheduled inspections of places of care across 13 service providers. All service providers demonstrated operational alignment to the national out-of-home care standards.

Adoption of children in the Northern Territory

Territory Families is responsible for administering the legal framework for the adoption of children in the Northern Territory in accordance with the *Adoption of Children Act 1994*. Adoption is a permanent legal process for local and overseas adoptions that provides a child with new parents and is managed by the Territory Families Adoption Unit. This includes assisting, receiving and reviewing applications for adoptions, conducting comprehensive assessments and providing ongoing support for children and families following adoption.

In 2019-20, three intercountry adoptions, were finalised - two from South Korea and one from Taiwan. There were no local adoptions in the period. For each of the three children Territory Families is providing post-placement support for 12 months after the child's arrival in Australia to confirm the stability and success of the placement.

In the same period seven applications for intercountry adoption have been completed, involving a comprehensive and rigorous process of psychosocial reports, probity, environment and reference checks, and face-to-face interviews.



GOAL 3:

Partnering to empower change

SUMMARY OF ACHIEVEMENTS

Territory Families recognises that partnerships are vital to achieving our vision of empowering families and communities for a safe and better future. At \$178 million, more than 54 per cent of the agency's budget is provided to outsourced services and positive relationships are therefore critical to our service delivery system. We work with children, young people, families, the community, government and non-government organisations to create a safe and better future for children and families.



Outsourced services



Family support
\$8.91 million



Out-of-home care
\$86.48 million



Youth justice
\$21.86 million



**Domestic, family
and sexual violence**
\$20.20 million



Seniors and carers
\$33.38 million



Social inclusion
\$1.8 million



Gender equity
\$0.31 million



Child protection
\$0.62 million

We continue to work closely with our peak body partners including:

- Aboriginal Peak Organisations Northern Territory (APO NT)
- Aboriginal Medical Services Alliance of the Northern Territory (AMSANT)
- CREATE Foundation Northern Territory
- Council on the Ageing Northern Territory (COTA NT)
- Our Watch
- Multicultural Council of the Northern Territory (MCNT)
- Multicultural Community Services of Central Australia (MCSCA)
- Northern Territory Council of Social Service (NTCOSS)
- Australia's National Research Organisation for Women's Safety (ANROWS)
- National Association for Prevention of Child Abuse and Neglect (NAPCAN)
- Foster and Kinship Carers Association Northern Territory (FKCANT)
- Secretariat of National Aboriginal and Islander Child Care (SNAICC)
- North Australian Aboriginal Justice Agency (NAAJA)
- Law Society NT.

Territory Families is working to support communities to design and deliver community led services through a stronger focus on local decision making and our contribution to the whole of government regional network. New Community Youth Diversion providers entered into five year grant agreements with Territory Families to provide services across 55 locations. In partnership with the Reform Management Office and the Department of the Chief Minister's Regional Networks, the Territory Families Youth Services Directorate utilised a place-based approach to identify providers to deliver community youth programs. New providers had been selected in Katherine, Yuendumu, Wadeye, Gunbalanya, Groote Eylandt, MacDonnell Regional Council and Ngukurr Regions. All have utilised local decision making processes to identify long term programs and services.

Commencing in 2019-20, five year agreements have been established with the Multicultural Council of the Northern Territory and Multicultural Community Services of Central Australia to deliver services to support the multicultural community in Darwin and Alice Springs.

Another key partnership designed to empower change is with our Aboriginal organisations through the Aboriginal Carers Growing up Aboriginal Children Grants. Round 2 of the grants program provided \$2.2 million in funding for Aboriginal Carer Services from 1 January 2020 to 30 June 2021. We have now partnered with six Northern Territory Aboriginal organisations including Yalu Aboriginal Corporation in Galiwin'ku; Northern Territory Stolen Generations Aboriginal Corporation (located in Darwin, servicing the Top End); Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council in the Central Desert and Tri border region; Kalano Community Association Aboriginal Corporation in Katherine; Larrakia Nation in Darwin; and Tangentyere Council in Alice Springs. This partnership is critical to transforming the out-of-home care system and increasing the number of Aboriginal children placed with family. Our Aboriginal partner organisations work to find, recruit and support families and communities and better engage them in the out-of-home care system while supporting children in care to maintain their connection to family, community and culture. As a result of these services more Aboriginal children are being placed with family.

Development of a new Women's Safe House in Galiwin'ku has progressed in partnership with the Galiwin'ku Women's Space Incorporated (GWSI) in line with local decision making principles. Concept design has now been finalised and the Department of Infrastructure, Planning and Logistics is now leading the final plans, approvals and build of the safe house.

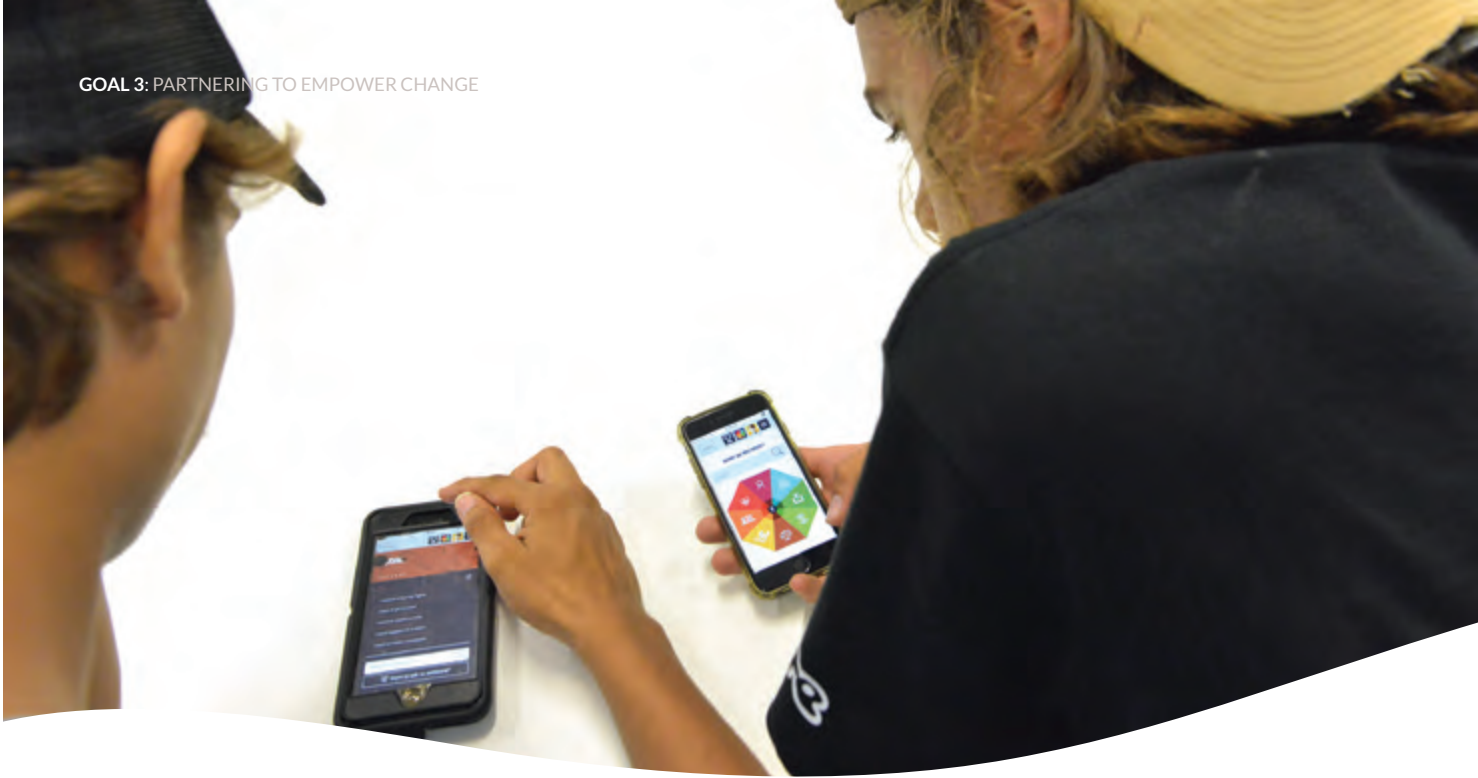
Territory Families is committed to prioritising the voice of the children and young people. Youth Advisory Groups operate in the Don Dale and Alice Springs Youth Detention Centres to seek the input of young people on centre operations. Meetings are held regularly and serve as an opportunity for the young people to raise any issues including about their accommodation, food, activities and education programs. These concerns are actioned by the relevant business areas. Young people are also able to provide private written feedback to Detention Centre senior managers.

To better understand the issues facing children and young people in care, Territory Families' Senior Executives meet twice a year with young people in care through the CREATE Roundtable. The Roundtable was established in partnership with CREATE Foundation so Territory Families could better listen to the voices of children and young people and ask them to design solutions that can be adopted to improve the out-of-home-care system in the Northern Territory. The latest Roundtable meeting, held in August 2019, focused on information sharing and how to improve the way children and young people are provided with information about their carer and foster family.

The Mikan Child Protection Reference Group (Mikan) continued to operate throughout 2019-20 as an example of our place-based partnerships with community based cultural authorities. Mikan was formed from locally developed relationships and is designed to enable Territory Families to work collaboratively with the local Yolngu communities on the Gove Peninsula.

The Council on the Ageing Northern Territory remains a key partner in operationalising the Northern Territory Seniors Recognition Scheme and assisting seniors to activate their prepaid cards in the Northern Territory. Member Assist Kiosks, which help seniors access the Scheme, are also established at Council on the Ageing Northern Territory shopfronts.





Commencing in 2019-20, five year agreements have been established with the Multicultural Council of the Northern Territory and Multicultural Community Services of Central Australia to deliver services to support the multicultural community in Darwin and Alice Springs.

In 2019-20, Territory Families strengthened our connections with other jurisdictions to share best practice in child protection, domestic, family and sexual violence reduction and youth justice. We also represented the Northern Territory's interests through national governance mechanisms and forums such as the Australasian Youth Justice Conferences, Tripartite Forums, Community Services Ministers' Meetings and Women's Safety Ministers' Forums.

We continued to strengthen our partnership with other Northern Territory Government departments through the formation of new cross-department teams and the co-location of officers. In Alice Springs, we created an intelligence position based with the Northern Territory Police to drive information sharing and data collection around high-risk young people and evolving crime trends to complement the existing Darwin-based role. Through this ongoing, collaborative approach, our aim is to make sure young people and their families have access to the appropriate services while working to reduce anti-social and criminal behaviour and improving community safety.

In its final report, the Royal Commission into the Protection and Detention of Children in the Northern Territory recommended the development of a Coordinated Funding Framework between the Northern Territory and the Australian Government to improve outcomes for Northern Territory children. Throughout 2019-20, Territory Families has supported the Tripartite Forum to produce the Coordinated Funding Framework, and discussion papers have been circulated to Northern Territory agencies and non-government organisation members for comment. The funding framework will be informed by the pending final report from the Productivity Commission's Study of Expenditure on Children in the Northern Territory.

Foster and Kinship Carers Association NT

Territory Families empowered the Foster and Kinship Carers Association NT to perform its role as the peak body for all foster and kinship carers in the Northern Territory.

Through \$882,000 in funding, the Association is able to advocate on behalf of carers, provide information to carers about their roles and responsibilities, provide training and education on key issues affecting caring families, and offer confidential advice and support.

Foster and Kinship Carers Association NT delivers a number of support services to more than 1200 registered carers. These include:

- Being a voice for foster and kinship carers through positive advocacy and lobbying.
- Raising issues on behalf of individual or all carers to improve policy, standards of care and the needs of carers.
- Empowering carers to raise concerns and be a proactive and vital care team member.
- Providing carer-specific advice to Territory Families and other agencies making policy and guidelines that directly impact and affect carers and their families.
- Working together with Territory Families to host events such as the Annual Foster and Kinship Carer Excellence Awards and Christmas parties in each region.
- Providing confidential advice and support.
- Facilitating the Annual Sector Forum.
- Providing information on carers' rights.
- Offering training and professional development on key issues affecting carers and the children and young people they care for.
- Actively recruiting and providing essential information to people thinking about becoming a foster or kinship carer.

In the 2019-20, Foster and Kinship Carers Association NT worked with carers across the Northern Territory to:

- Provide support on 1492 matters and 87 advocacy cases.
- Contact more than 390 carer members as part of its vital support function.
- Connect with 348 new carers to welcome them and ensure they felt included and supported.
- Deliver more than 100 information sessions with about 160 people who were considering becoming carers.
- Facilitate 14 training sessions focusing on parenting skills, mental health, behaviour management, child development, and First Aid.
- Hold 17 Carer Parent Groups in Darwin, Katherine and Alice Springs to encourage carers to network with each other, share stories and knowledge and learn about the latest policy and practice changes.
- Facilitate Facebook Live forums that provided an invaluable mechanism to connect and engage members from across urban, regional and remote areas of the Northern Territory as well as interstate-based members. On average, the online discussion forums reached about 385 people each month.

Through Foster and Kinship Carers Association NT, Territory Families funds Carer Advisory Groups to provide carers with the opportunity to influence policy and create systemic change. These groups also give carers the chance to provide feedback about Territory Families and Northern Territory Government programs and initiatives in a safe and confidential environment.

Foster and Kinship Carers Association NT continued to provide support and assistance to carers during the COVID-19 response reaching out to more than 260 carers during this very challenging time.



Secretariat of National Aboriginal and Islander Child Care

Throughout 2019-20, Territory Families continued our partnership with the Secretariat of National Aboriginal and Islander Child Care (SNAICC) – National Voice for our Children.

The national non-government body represents the interests of Aboriginal children and continued to provide advice to Territory Families in regards to major reforms across child and family wellbeing and the out-of-home care system. It also consulted regularly with the Northern Territory Aboriginal sector and community stakeholders to inform this work and improve outcomes for Aboriginal children and families.

SNAICC published its review of compliance with the Aboriginal and Torres Strait Islander Child Placement Principle in the Northern Territory in January 2020. Territory Families and Aboriginal community organisations were invited to provide progress reports on the implementation of the five elements of the Principle which include prevention, participation, placement, partnership and connection.

In September 2019, Territory Families was invited to present its Aboriginal Cultural Security Framework and the Tangentyere Kinship Care Model 'Child Safe, Family Together' at the SNAICC National Conference. The SNAICC National Conference is the largest gathering of Aboriginal Community Controlled Organisations involved in child protection, out-of-home care and community development. Territory Families sent a delegation of staff to learn from this important gathering and was honoured to present two key elements of our reform.

In November 2019, a forum focused on the stability of cultural and family connections in the context of national permanent care reforms, was held with Aboriginal organisations from Central Australia and the Top End and the Northern Territory Children's Commission. The forum provided critical insight into the threats to stability of cultural connections for Aboriginal children removed from their families.

In March 2020, SNAICC's new Chief Executive Officer, Mr Richard Weston, met with key stakeholders and leaders in the Northern Territory including the Territory Families leadership to identify priorities for ongoing work to improve outcomes for Aboriginal children in the Northern Territory. This included providing advice to Territory Families during the COVID-19 response about the key impacts to Aboriginal children and families. SNAICC consulted with 11 service providers in the Northern Territory and more than 50 service providers nationally in the early stages of the pandemic to ascertain the immediate and long-term impacts of COVID-19 and to recommend solutions.



Yalu families and children safe together

Yalu Aboriginal Corporation started its partnership with Territory Families in January 2020.

Yalu's vision is to progress the health and wellbeing of Yolngu in Galiwin'ku by fortifying Yolngu Walnga (wellbeing) rom (law), and culture through traditionally appropriate social programs, partnerships, and research. Yalu operates the Family and Children Services Centre on Galiwin'ku which delivers programs that are underpinned with Yolngu values and law and developed in response to community identified needs.

As part of Territory Families' regional footprint, two staff members are employed to live and work in Galiwin'ku and as a result have established strong relationships with Yalu and the community. Yalu works closely with

Territory Families staff to strengthen families and provide practical help and solutions. This has included connecting with teenage girls to encourage and support them to re-engage with school, connecting them with support services and inspiring positive behaviour and good life choices. Yalu also assists Territory Families to meet and engage with families and provides language translation and facilitation services. Yalu also assists to arrange visits to carers based in the homelands and transporting children and carers to access services. This support has resulted in positive engagement with families.



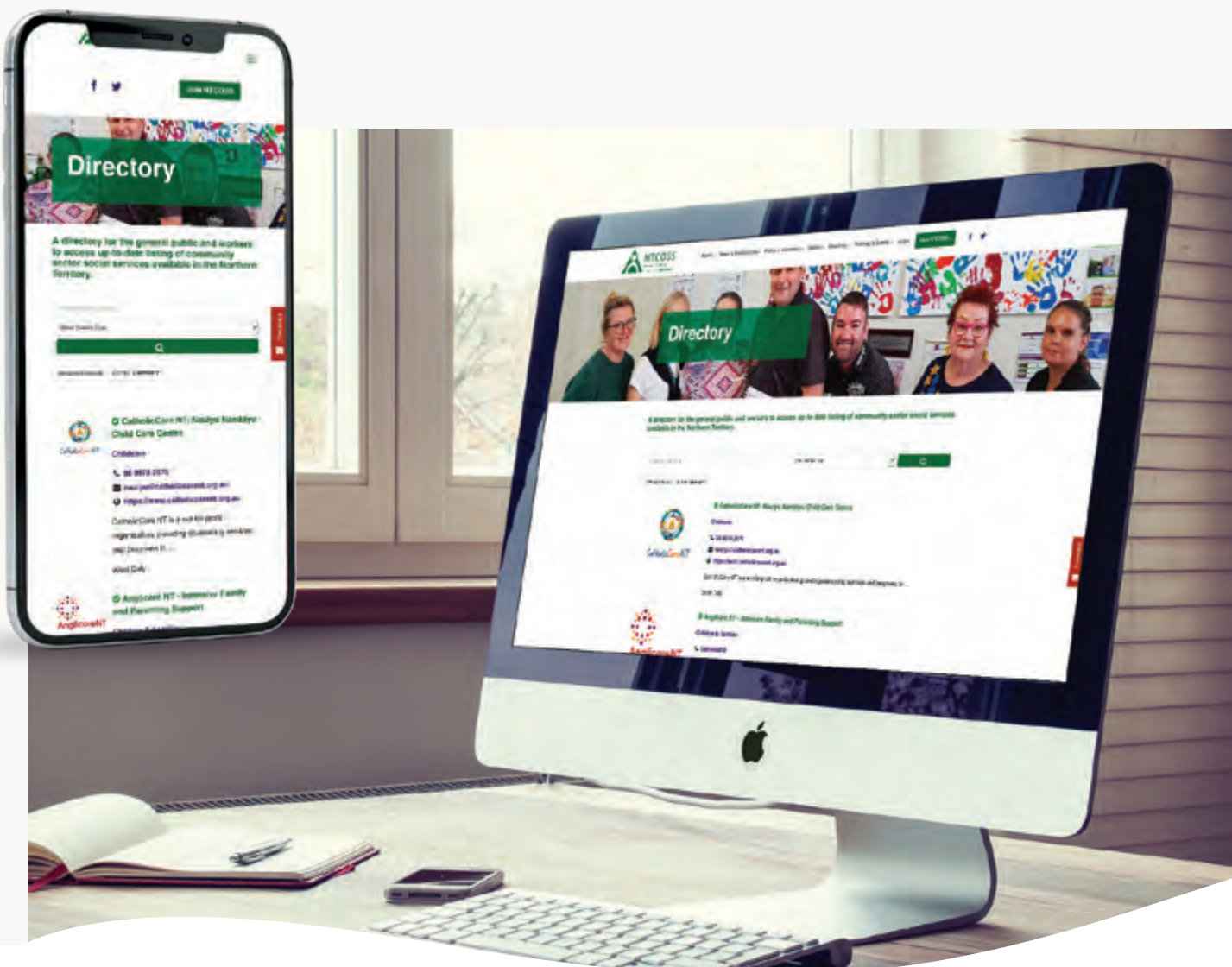
Northern Territory Council of Social Service

The Northern Territory Council of Social Service (NTCOSS) is the peak body for the Social and Community Sector in the Northern Territory and an advocate for social justice on behalf of people and communities who may be affected by poverty and disadvantage.

A significant partnership project between NTCOSS and Territory Families has been the development of the Northern Territory Social Services Directory. Territory Families provided funding to NTCOSS in 2017 for the development of an online Community Services Directory so that the general public and workers can access up-to-date listings of human services available in the Northern Territory.

Following the success of the website, in 2019-20 Territory Families provided additional funding to move the website into an app that can be used off line which will be vital to staff working in remote locations.

NTCOSS facilitates Territory Families' Non-Government Organisations Forums where Territory Families' leaders are able to hear first-hand from the sector. In 2019-20, forums were facilitated in Darwin and Alice Springs.



National Association for the Prevention of Child Abuse and Neglect

Territory Families funds National Association for the Prevention of Child Abuse and Neglect (NAPCAN) as the peak body to prevent child abuse. With the support of Territory Families in 2019-20, NAPCAN has formed two alliances and strong partnerships that promote clear messages about the importance of prevention.

In 2019-20, 29 agencies and government departments formed a Prevention Alliance for Children, Families and Communities to implement the 'Play Your Part in Prevention: NAPCAN's Framework for creating a child safe and friendly Australia'. Released in 2019, the framework was developed in partnership and with funding from Territory Families. It emphasises the collective role that different sectors, communities and individuals can play in keeping children safe, and gives a clear focus for primary prevention in the Northern Territory. The Prevention Alliance provides an avenue to share prevention research, identify and respond to existing and emerging issues relating to the safety and wellbeing of children and young people, and advocate for a balance between prevention, early intervention and crisis responses across the Northern Territory. The NAPCAN Alliance released a *Position Statement - NT Child Safe Organisations* that advocates for

organisational change in line with the National Principles for Child Safe Organisations and which promotes the inclusion and safety of children and young people.

NAPCAN also formed the Mandatory Reporting Training Alliance to improve the Mandatory Reporting training packages across the Northern Territory. The Mandatory Reporting Training Alliance has representatives from Territory Families, Department of Education, Department of Health, Department of Corporate and Information Services, Northern Territory Police, Australian Independent Schools Association, Catholic Education and NAPCAN. At the request of the Alliance, NAPCAN has developed a draft paper on *Best Practice in Delivering Mandatory Reporting Training*.



Larrakia Nation Aboriginal Corporation - Minbani Bebe

In 2019-20, Territory Families funded Larrakia Nation Aboriginal Corporation to develop the Family and Kinship program 'Minbani Bebe'. The program promotes the importance of finding ways of keeping children and young people connected to family, community and culture.

The family finding program aims to identify Aboriginal family connections as a way to find a suitable kinship placement for children needing care. Staff in the program meet with family members to build a genogram which includes as many relatives and kin connections that can be identified. These discussions with families help identify a range of possible placements and care arrangements. These meetings have highlighted that there are often multiple family members who want to re-establish connections with children that have been placed in out-of-home care. Family-led decision making ensures that families are at the centre of all decisions. The Aboriginal Child Placement Principle is used to undertake family mapping and the Signs of Safety approach is used to support families to make decisions about the needs of children they are wanting to care for. This often leads to the identification of many carers in a family who will work together to care for children.

Larrakia Nation's Minbani Bebe team works closely with the Territory Families to undertake kinship carer assessments. The co-location of a Territory Families staff member one day a week, has supported the program to develop skills in undertaking carer assessments. The partnership allows for collaborative engagement and has provided Larrakia Nation with practical experience in applying child protection policies and procedures. Respectful collaboration and information sharing has been an important

part of the relationship and has allowed for the voices of carers to be heard and the larger extended family's expertise to be considered and respected. Minbani Bebe has established a carers group which meets monthly for morning tea. This group has hosted activities for children and families and has initiated plans to take children on a day trip to the Tiwi Islands to meet family carers. Minbani Bebe has also begun work on the Tiwi Islands and is co-located with the Australian Red Cross. A casual staff member who is a local Tiwi person has been employed to assist with family finding, family meeting and coordinating carer activities and support.



Youth Justice Advisory Committee

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

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

- bail support, including bail supported accommodation and the link between young people in the youth justice and child protection systems
- diagnosed or undiagnosed disabilities and access to support services for young people
- the Youth Outreach and Re-Engagement Team review and implementation of the recommendations
- community work orders
- advocating for the Back on Track program expanding and receiving more funding
- restorative justice conferencing
- access to audio visual link in remote communities
- the implications of raising the minimum age of criminal responsibility.

The Committee's membership as at 30 June 2020 was:

- Mr Stewart Wiley, Community Member (Chair from April 2019)
- Mr Ian Lea, Northern Territory Police
- Ms Susan McPherson, Department of Education
- Ms Jane Bochmann, Department of the Attorney-General and Justice
- Ms Michelle Bates, Community Member
- Ms Meg Geritz, Territory Families
- Ms Sarah Holder, Northern Territory Council of Social Services
- Ms Danielle Taylor, Community Member
- Ms Elanor Fenge, Community Member
- Mr Andrew Lockyer, Community Member
- Mr Murphy Dhayirra Yunupingu, Community Member
- Ms Shannon Ramsay, Law Society Northern Territory

Cross-Government Partnership

Throughout 2019-20, Territory Families continued to play a key leadership and coordination role for children and families across the Northern Territory and Commonwealth Government.

The Chief Executive Officer of Territory Families Chairs the Children and Families Standing Committee which is comprised of the Chief Executive Officers of the Departments of Health; Education; Housing and Community Development; Attorney-General and Justice; Northern Territory Police Fire and Emergency Services; Treasury and Finance; and the Chief Minister. Throughout 2019-20 the committee provided advice to Cabinet, the Children's Sub committee of Cabinet and the Chief Executive Coordination Committee on matters including ongoing reform of the child protection and youth justice systems; and the Northern Territory Government response to the Productivity Commission Study into Expenditure on Children in the Northern Territory. In 2019-20, the Standing Committee agreed to jointly fund: the Centre for Child and Youth Development Research Partnership; the East Arnhem Youth Coordination Partnership; the Reform Management Office; and the Territory Intelligence and Coordination Centre.

The Children and Families Tripartite Forum provides a structured mechanism for engagement between the Northern Territory Government, Commonwealth Government and the community sector. In 2019-20, the Tripartite Forum held four meetings and provided input and oversight of the development of a 10 year Generational Strategy for Children in the Northern Territory; the Productivity Commission's Study into Expenditure for Children in the Northern Territory; and the status and impact of the reforms outlined in Safe, Thriving and Connected.

Throughout 2019-20 Territory Families represented the Northern Territory's interests through membership of the Children and Families Secretaries group. This group comprises all state and territory jurisdictions as well as the Commonwealth. The group allows jurisdictions to work strategically on innovative policy approaches, including work arising from the action plans under the National Framework for Protecting Australia's Children 2009-2020. The group also had strategic discussions regarding how different jurisdictions were responding to the COVID-19 pandemic, sharing the challenges and initiatives to continue supporting children and families during periods of quarantine, lock-down and school closures.

Territory Families assisted the Minister for Territory Families represent the Northern Territory at the Community Services Ministers' Forum. The forum met regularly through the COVID-19 pandemic to discuss actions underway to support communities, families and children to manage the impact of COVID-19, including enhancing the level of support available to young people transitioning from care. Territory Families also assisted the Minister for Territory Families at the Women's Safety Ministers' Forum. At these meetings Commonwealth, State and Territory Women's Safety Ministers are responsible for the implementation of the *National Plan to Reduce Violence against Women and their Children 2010-2022*. The group meets quarterly, with an increased frequency of meetings from the onset of COVID-19 to facilitate the *National Partnership Agreement on COVID-19 Domestic and Family Violence Responses*. Other areas of focus were women on temporary visas experiencing violence; national violence prevention initiatives; and Aboriginal and Torres Strait Islander women's experiences of violence.

Reform Management Office

Throughout 2019-20 Territory Families continued to host and partner with the Reform Management Office. This is responsible for coordinating and monitoring the implementation of the single reform program *Safe Thriving and Connected: Generational Change for Children and Families*. The Reform Management Office reports to the Children and Families Standing Committee Chair, and is provided administrative and back-office support from Territory Families.

In 2019-20 the Reform Management Office continued to provide a coordination service across the single reform program using a collaborative approach with lead agencies, the Departments of the Chief Minister, Health, Education, Attorney-General and Justice, Housing and Community Development and the Northern Territory Police.

The RMO is also the secretariat for the Children and Families Tripartite Forum and coordinated the Forum's meetings, presentations, agenda and papers throughout 2019-20.



GOAL 4:

Encourage and celebrate inclusive, diverse and connected communities

SUMMARY OF ACHIEVEMENTS

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

Territory Families continues to support the Northern Territory's diverse community through attracting and retaining seniors and multicultural groups by providing funding and coordination of related strategic policy and support.



Multicultural Affairs

The Northern Territory Government continued to encourage and support our vibrant multicultural communities to participate and contribute across all areas of Northern Territory life. Territory Families, through our Office of Multicultural Affairs, provides funding to non-government organisations and multicultural community associations and supports projects to encourage multiculturalism in the Northern Territory. Key responsibilities for the Office of Multicultural Affairs are to:

- Coordinate information, collaborate and work in partnership with government and non-government stakeholders on services and activities for the migrant and multicultural community.
- Develop and deliver initiatives that promote social inclusion through multicultural participation in the community.
- Develop the capacity of the multicultural community and promote social cohesion.
- Facilitate the contribution of the multicultural groups to government decision making.
- Engage with the multicultural community to determine key areas of interest, as well as to provide information.

This year, the Office of Multicultural Affairs, invested \$1.392 million through several grant programs including \$1 million for multicultural grants (including rounds 1, 2 and a quick response grants program); \$0.3 million for multicultural communities facilities; \$0.05 million for Harmony Grants; and \$14,000 for the Charles See Kee Scholarship, which is managed by the Charles Darwin University. The Charles See Kee Scholarship provides financial support to students who have resettled in Australia as a humanitarian or refugee entrant to undertake study to enhance their employment and general life outcomes.

As at 30 June 2020, 108 events for multicultural community events, have been supported to enhance strong community connections, social harmony, equity, inclusion and diversity in all Northern Territory communities. The grants also supported initiatives for pre-employment support for migrants, as well as programs to support seniors and to empower and strengthen women, to reduce social isolation.

Two of the Northern Territory's major multicultural events, the annual Darwin Waterfront Harmony Soiree and the Alice Springs Big Day Out in

Harmony were scheduled to be held in May 2020, but were cancelled due to the COVID-19 restrictions. Several other funded events have been cancelled or postponed as well.

In November 2019, a draft multicultural policy which outlined government's vision for a strong and diverse multicultural Northern Territory was released by Territory Families for community feedback. Following extensive consultations with the community, including in Darwin, Katherine and Alice Springs, the *Multicultural Policy for the Northern Territory 2020-25* was finalised and released in June 2020. The Policy sets out the actions to build, strengthen and support positive outcomes for the migrant and multicultural communities of the Northern Territory. It promotes strengthened partnerships and participation by multicultural communities and encourages the learning, celebrating and sharing of diverse cultures.

Territory Families also supports and coordinates the Minister's Advisory Council on Multicultural Affairs which provides high level and strategic advice from the community to government on matters related to multicultural affairs. The Council, Chaired by the Minister for Multicultural Affairs, focuses on issues and initiatives related to skills and employment and community education for migrants and the multicultural community. The last face-to-face Advisory Council meeting was held on 27 February 2020 and since then, five teleconferences were held to provide updates and discuss the impact of the COVID-19 pandemic to the multicultural community.

The Multicultural Council of the Northern Territory and Multicultural Community Services of Central Australia are funded through five year agreements until 2022-23 to provide services and support for the migrant and multicultural communities in Darwin and Alice Springs.

The Skills Recognition Centre is operated by the Charles Darwin University and was established following the development of the Population Growth Strategy, which supported the establishment of broader skills and qualification assessment services to attract and retain overseas migrants. In September 2019, the overseas qualification assessment service previously provided by the Office of Multicultural Affairs, was transferred to the Skills Recognition Centre, for a two year trial period.

Gender Equity

The Office of Gender Equity and Diversity provides policy advice across government in relation to gender equality, gender diversity and inclusion in the Northern Territory. Key activities for the Office of Gender Equity and Diversity include the administration of grants and scholarships aimed at providing equal opportunities through gendered approaches. In 2019-20, the Office provided 76 grants, sponsorships and scholarships to Northern Territory organisations and individuals totalling \$241,760:

- 26 activities totalling \$115,030 were supported through the General Grants Program
- 38 events totalling \$41,730 were supported through the International Women's Day Grants Program
- seven events totalling \$37,600 were supported through the Sponsorship Program
- five Scholarships totalling \$47,400 were supported through the Minister for Territory Families Scholarships for Women Program.

The Gender Equality Statement of Commitment was developed through consultations undertaken in 2019 which seeks to focus our work on creating a more gender equal and inclusive Northern Territory. Over 300 women, men and gender and sexuality diverse people were consulted across the Northern Territory and 193 written and oral submissions were received to inform the development of the Commitment. As a part of consultations on the Northern Territory Gender Equality Framework, targeted men's health and gender forums were held in November.

The Minister for Territory Families Scholarships for Women Program is provided through the Northern Territory Government/Charles Darwin University Partnership Agreement. These scholarships are provided for women experiencing economic, social, cultural or geographical disadvantage and who may not be able to study without assistance.



Five scholarships are available:

- Two Higher Education Scholarships – one general and one that focuses on non traditional fields of study for women such as Science, Information Technology and Engineering. \$15,000 plus \$1,200 for a laptop computer for each scholarship.
- Three Vocational Education and Training Scholarships – two general and one that focuses on non-traditional occupations for women. \$5,000 per scholarship offered each year.

International Women's Day Grants provide up to \$3,000 for Northern Territory organisations and individuals to host International Women's Day celebrations across the Northern Territory. The Office of Gender Equity and Diversity Sponsorships provide support for relevant Northern Territory events such as the Darwin Pride Festival, International Men's Day, Men's Health Week or International Women's Day marches in Darwin and Tennant Creek. In 2019-20, the sponsorship of events was impacted due to the COVID-19 pandemic.

Youth Affairs

The Office of Youth Affairs supports initiatives to improve the wellbeing of young people, promotes their achievements and funds events and activities that provide positive recreational, development and engagement opportunities. In 2019-20, the Office of Youth Affairs administered \$273,175 in grant funding through the Youth Engagement Grant Program for school holiday activities across the Northern Territory, youth week events and support for individuals and organisations for youth participation and development initiatives.

NT Youth Week 2020, was postponed due to COVID-19. This year the theme *Empower 2020* aims to inspire a stronger future, celebrate the diversity and encourage young people's vision for the Northern Territory. The Youth Week 2020 grant round has funded individuals and community organisations to run 34 activities and events across the Northern Territory during Youth Week with support from the Youth Week 2020 Ambassadors Mr Sean Xiao (Alice Springs) and Ms Eytahnyia Scott (Darwin).

Through the Regional Youth Services Program, \$1.75 million was allocated to Regional Youth Activities Grants in 2019-20 to provide after-hours, weekend and school holiday youth activities for vulnerable young people aged 10 to 17 in the Northern Territory's six major urban centres. School holiday calendars developed by the Youth Programs Coordinators listed close to 700 different activities offered across the Northern Territory in urban and remote areas during the December 2019 and January 2020 school holiday period. Total unique attendances to the Youth Affairs funded programs across the Northern Territory during this period was estimated at nearly 18,000.

Commencing in 2019-20, the Regional Youth Services Program committed an additional \$660,000 to extend the operating hours for Alice Springs core youth services to seven-day operations. This has substantially increased the attendance at these drop-in centres and diversified their activity and support service programs through the opportunity to further develop their workforce and plan ahead.

Regional Youth Program Coordinators based in Alice Springs, Darwin, Palmerston, Katherine, Tennant Creek and East Arnhem work with all local stakeholders to ensure pro-social activities and support services for young people are delivered in collaboration and are coordinated across peak times. In each region Youth Program Coordinators have developed and are implementing place-based Youth Action Plans to improve outcomes for young people in those communities.

In April 2020, Government approved additional funding of \$0.2 million in 2020-21 for a dedicated Youth Program Coordinator position in Tennant Creek to strengthen youth sector collaboration and build community capacity supporting the same level of for two years, the extension of the Alice Springs and Tennant Creek afterhours programs valued at \$0.86 million per annum for 2021-22 and 2022-23.

The Northern Territory Youth Round Table provides opportunity for young people to speak directly with the Northern Territory Government. Membership of the Round Table reflects the diversity of young Territorians including age, geographic, cultural and ethnic representation. Members aged 15 to 25 are nominated every year and meet regularly throughout the calendar year.

In 2019 and 2020, there were 17 and 15 members respectively appointed to the Round Table, chaired by members Fletcher Austin (2019) and Melanie Gunner (2020). The program involves young people in specific consultation about government initiatives and supports members who undertake their own community based projects throughout their year. The end of year presentation in 2019 included individual reports with recommendations to Government on education, employment opportunities, economic and population growth and increased youth engagement within politics.



Senior Territorians

Territory Families ensures seniors and vulnerable Territorians, pensioners and carers are valued, respected and supported to remain in the Northern Territory through policy, projects and initiatives that focus on financial support, social connection and safety. We also provide funding and services to prevent and better respond to elder abuse. A three year funding agreement to address elder abuse has been negotiated with Darwin Community Legal Service. The agreement includes the development of a Northern Territory specific community awareness campaign, case management and advocacy for individual clients affected by abuse and building the capacity in community services and other providers regarding elder abuse.

In 2019-20, Territory Families administered \$64,110 in grants to 48 community organisations to support events and activities held during Seniors Month in August 2019. Northern Territory Seniors Month is an annual event celebrating the continuing contribution our older generations make to the community and encouraging older people to have a healthy lifestyle, get involved in new activities and connect to the community.

Territory Families also supports and coordinates the Ministerial Advisory Council for Senior Territorians which provides high level and strategic advice from the community to government on seniors' matters. New community members were welcomed to the Council in November 2019 and will sit on the Council for a two-year term.

Northern Territory Concession and Recognition Schemes

The Northern Territory Concession Scheme and the Northern Territory Seniors Recognition Scheme commenced on 1 July 2018. The Northern Territory Concession Scheme is means tested and aimed at helping those most in need to meet cost of living expenses, providing support for council rates, utilities, motor vehicle registration and optical expenses.

As at 30 June 2020, there were 17,424 members registered for the Northern Territory Concession Scheme and 13,204 members on the Northern Territory Seniors Recognition Scheme.

In November 2019, Territory Families changed the identification requirements for the Northern Territory Concession and Seniors Recognition Schemes to make it easier for Aboriginal and Torres Strait Islander people living in the Northern Territory to apply for membership. Alternative identification options were introduced to reduce documentation requirements, implement appropriate solutions and remove the barriers to apply for membership. These changes have had a positive impact on accessibility for Aboriginal people applying for the schemes and has enhanced the user experience.

During the reporting period, Territory Families worked to improve the way we support Senior Territorians by launching a new prepaid payment card for members of the Northern Territory Seniors Recognition Scheme. The prepaid card provides flexibility and increased accessibility for members to utilise their annual \$500 payment which can be spent on the cost of travel and accommodation including online travel bookings, the cost of fuel and on electricity, gas, sewerage, water, telephone and internet accounts. As at 30 June 2020, 3,680 prepaid cards were issued to members of the Seniors Recognition Scheme. Of those 1969 were activated with funds available and the remaining 190 were pending activation.

The new Seniors Recognition Scheme is not means tested and is available to all senior Territorians aged 65 years and over. Scheme members receive a \$500 annual concession for use on utilities or travel. Territory Families' Northern Territory Concession and Recognition Unit continues to assist new members to access both schemes and to confirm their details following rollover of membership between schemes.



GOAL 5:

Value and invest in our staff

SUMMARY OF ACHIEVEMENTS

At Territory Families our workforce believes in the purpose of our agency and is committed to making a positive difference to the lives of children and their families. We embrace diversity and celebrate the cultural values, strengths and differences of our staff. We aim to be an employer of choice for Territorians by creating a work environment that is inclusive, safe and supportive.

In 2019-20 we were able to continue to invest in our people, improve our practices and implement services to strengthen capacity and support our staff.



Key achievements have included:

- In 2019, the Northern Territory Commissioner for Public Employment approved a proposal from Territory Families to improve the Child Protection Market Allowance model. Under this model, eligible staff working in frontline child protection roles now receive an additional allowance to recognise the important contribution they make to protecting and supporting children and families across the Northern Territory. For the first time, the allowance is also provided to staff employed in remote communities, including Senior/ Aboriginal Community Workers and Remote Family Support Workers and Managers.
- Launching the Aboriginal Workforce Development Plan in March 2020 was a key step forward for our agency in achieving employment equality for Aboriginal people. Our work at Territory Families predominantly services Aboriginal children and their families, and it is important that our workforce is representative of the people we serve. The Aboriginal Workforce Plan sets out a plan to grow the representation of Aboriginal employees across our agency and the actions we will take to improve recruitment, induction, professional development, retention and inclusion outcomes for our Aboriginal staff. At the end of the reporting period, Territory Families employed 191 staff who identified as Aboriginal, representing 20.4 per cent of our 935 total staff (headcount).
- Territory Families developed a new roster model for youth detention that recognises the complexity of work in this area and better supports our staff. The new model was developed in conjunction with staff and aims to ensure safe and appropriate staffing allocations to each shift while strengthening team work and providing enhanced training opportunities.
- As part of our Graduate Program 2019-2024 with Charles Darwin University, we are able to offer graduate employment to social work or psychology students, with an emphasis on supporting students who are Aboriginal, women or from culturally diverse backgrounds. The aim of this program is to attract and retain high performing students and encourage students to become frontline Child Protection Practitioners in the Northern Territory Public Sector.
- Through our Workplace Integrated Scholarship (WILS) Program 2019-2026 with Charles Darwin University, Territory Families offers five scholarships each year to eligible students, three of which are prioritised for Aboriginal students. As part of their scholarship, students connect regularly with Territory Families, including through field placements to develop readiness for potential employment as a frontline child protection practitioner.
- Our strategic recruitment has continued through the development of an Employee Value Proposition that highlights the values of our staff and the reasons why they work for Territory Families. These values include making a difference, embracing diversity, and experiencing the uniqueness of the Northern Territory.

Agency Staff by Classification

Territory Families is committed to ensuring that our workforce is aligned to agency business needs, with a strong focus on frontline service delivery and flexible administrative capacity. Figure 11 outlines FTE staffing by classification and the variation from previous years. The decrease in FTE includes 62 positions which were transferred to the Department of Corporate and Information Services and the Department of Infrastructure, Planning and Logistics through Machinery of Government changes.

FIGURE 11: Agency staff by classification

Classification	30 June 2018 FTE	30 June 2019 FTE	30 June 2020 FTE
Executive Officer 6 - Contract	1	1	1
Executive Officer 5 - Contract	1	0	0
Executive Officer 4 - Contract	1	1	1
Executive Officer 3 - Contract	2	2	2
Executive Officer 2 - Contract	7	8	10
Executive Officer 2	1	2	1
Executive Officer 1 - Contract	10.8	10.5	6
Senior Professional Officer 2	6	6.4	11.8
Senior Administrative Officer 2	22	24	15.65
Senior Professional Officer 1	28.04	25.65	25.44
Senior Administrative Officer 1	44.9	48.24	39.78
Administrative Officer 7	60.06	60.25	48.57
Professional 3	63.9	68.3	72.2
Administrative Officer 6	64.5	87.62	83.89
Professional 2	83.42	88.24	80.8
Professional 1	77.22	77.05	83.65
Administrative Officer 5	36.81	52.2	46.69
Administrative Officer 4	116.4	211.54	207.3
Administrative Officer 3	116.03	74.68	59.22
Administrative Officer 2	19.2	18.35	18.22
Technical 6	1	1	1
Technical 4	1	0	0
Physical 4	26.87	22.89	0
School Based Trainee	0	1.2	0
Graduate Trainees	2	2	1
NTPS Traineeship Aqf4 Level A	0	1.8	0
NTPS Traineeship Aqf3 Level A	-	-	1
TOTAL	793.15	895.91	817.21

Staff Achievements

In November 2019, two of our staff were recognised for their outstanding service at the Chief Minister's Awards for Excellence in the Public Sector. Ms Dorrelle Anderson was presented the Aboriginal Leadership Medal, for her strong work ethic and commitment to the safety of Aboriginal children, young people, their families and communities. Under her leadership, Territory Families' Southern Region has achieved key reforms, including having the highest number of children placed in kinship and family care arrangements and the establishment of offices in remote communities to deliver the full suite of services to families.

Ms Punata Stockman was presented the Chief Minister's Medal for her work with the communities of Papunya, Mt. Liebig, Haasts Bluff and Kintore to help strengthen parental capacity in these communities. Ms Stockman has been instrumental in using her deep local knowledge of culture and community while aligning this within legislative and procedural frameworks so that Territory Families provides culturally safe and sustainable support for children and their families.

Early Careers Program

Territory Families is committed to attracting, developing and retaining people with the capabilities and the commitment needed to enable current and future organisational success. Throughout 2019-20 we continued to support the Northern Territory Government Early Careers Program by participating in School-Based and Aboriginal School Based Traineeship, Trainee and Aboriginal Traineeship, Graduate and Aboriginal Graduate, Vacation Employment, Work Experience and Aboriginal Employment Programs.

As part of the Early Careers Program, four Aboriginal students commenced in full-time traineeships in either a Certificate III or IV in Business. Two trainees successfully completed their qualifications during this period. Two school-based trainees successfully completed their Certificate III in Business. Seven Aboriginal Employment Program participants commenced a Certificate II in Business, with six participants successfully completing their development program. 11 students undertook vacation employment with the agency during the reporting period.

Relationship with Charles Darwin University

Improving career pathways that support the aspirations of all staff is a key priority for Territory Families. In 2019-20, we strengthened our partnerships with tertiary education providers to access emerging talent that will fundamentally define and drive performance improvements to our clients.

Through our ongoing relationship with the Charles Darwin University, 10 graduates of Social Work or Psychology degrees joined the agency and continued investment in the Workplace Integrated Learning Program 2019-2026. Territory Families also supported four students studying a Bachelor of Social Work and one studying a Bachelor of Psychological Science. Of the five students who commenced their Scholarship in 2018-19, two have successfully completed their qualification and the remaining three are continuing with their studies.



The agency supported vocational placements for 35 higher education students during the reporting period. These students were studying Bachelor or Master-level qualifications in Social Work, Psychology and Humanitarian & Community Studies. Students have come from across Australia to complete placements in regional, remote and urban locations.

The Charles See Kee Scholarship is funded by the Office of Multicultural Affairs to provide financial support to students who have resettled in Australia as a humanitarian or refugee entrant to undertake study to enhance their employment and general life outcomes. Scholarships are available for Higher Education and Vocational Education Training (Certificate IV, Diploma).

Retaining and developing current staff

Territory Families continuously reviews the agency's workforce needs to ensure staff work in a dynamic environment with an expanded breadth and depth of specialist expertise. In 2019-20, we continued our investment in developing the leadership skills and capabilities of Territory Families' senior leaders and middle managers through brokered training and programs including those facilitated through the Office of the Commissioner for Public Employment, such as the Public Sector Management Program and the Australia and New Zealand School of Government (ANZSOG). Nicole Hurwood completed the Executive Fellows Program, and Luke Twyford is undertaking the Executive Masters in Public Administration.

Each year Territory Families encourages its staff to participate in the People Matter survey so that we can receive feedback from our staff and work to continuously improve our working environment. In 2019, 523 (63 per cent) of Territory Families staff responded to the People Matter survey, with 85 per cent of respondents indicating they believe in the purpose and objectives of the agency.

Other key highlights from the survey include 83 per cent of staff having a clear understanding of how their workgroup contributes to the agency's outcomes while 69 per cent of staff respondents believe Territory Families provides high quality services to the community.

To further enhance the skill-set and capability of our future leaders, nine Territory Families employees were supported to undertake the

Public Sector Management Program commencing in 2019, while a further 10 employees started the program in May 2020. Two employees graduated from their program during the reporting period, with Conni Warren graduating at the top of her class.

Territory Families continues to adapt and evolve our Corporate Induction program to welcome new staff to the agency and inform them about our key priorities, information tools and to meet our executive team. During the reporting period, 217 Territory Families employees completed the Corporate Induction Program.

Territory Families Corporate Training 2019-20

In 2019-20 Territory Families spent \$2.87 million on staff training. This included:

- 22 employees were assisted to undertake accredited study in accordance with By-Law 41 (Assistance with Study) provisions.
- 109 Child Protection workers completed the Care and Protection Induction Program for Child Protection workers.
- 20 employees enrolled in the Graduate Certificate in Developmental Trauma across two regional cohorts (Darwin and Alice Springs) and 16 staff graduated with a post-graduate award.
- 107 Youth Justice Officers completed an induction program upon commencement with Territory Families.
- 67 staff were enrolled into the Certificate IV in Youth Justice, of whom 42 graduated in June 2020.
- 14 employees enrolled in the Diploma of Child, Youth and Family Intervention in two cohorts in Darwin and Alice Springs, and 13 staff completing the course as of 30 June 2020.
- 15 employees attended leadership and management courses provided by the Office of the Commissioner for Public Employment (OCPE).
- 11 staff completed the inaugural NTPS Aboriginal Mentor Program run through OCPE.
- Nine Senior Youth Justice Officers attending team leader training
- 22 staff completed the first induction program for the new Safe Care Houses.



Work Health Safety

To ensure the health and safety of employees each year and especially this year during the COVID-19 pandemic, we encouraged all staff to participate early in the 2020 Influenza Vaccination Program. 368 employees from across the agency participated. The program was delivered in 10 locations across the Northern Territory. Staff in remote locations were able to access the free vaccination through their local health clinic or family doctor.

Territory Families has strengthened its Work Health and Safety response. For the period of 1 July 2019 to 30 June 2020, a total of 325 work-related health and safety hazards and incidents were reported, of which there were:

- 32 hazard reports
- 88 incidents which did not result in an injury
- 205 incidents resulting in injuries.

The mechanism or cause of injury is detailed in the table on page 79.



FIGURE 12: Reported injuries by mechanism for the financial years 2015 to 2020

Mechanism of injury	2016-17	2017-18	2018-19	2019-20
Falls, trips and slips of a person Injuries which are a direct result of the action of falling, or in trying to recover from a fall. Include intentional jumps as well as unintentional falls.	11	20	18	18
Hitting objects with a part of the body Injuries which are a result from the motion of the person when hitting, grasping or otherwise striking objects.	1	5	10	11
Being hit by moving objects Injuries which are a result of the action of an object hitting the person. This includes being hit by another person.	45	16	122	127
Sound and pressure Injuries or disorders which are a result of sound or changes in pressure.	0	1	1	0
Body stressing Injuries or diseases which are a result from stress placed on muscles, tendons, ligaments and bones.	8	11	7	14
Heat, electricity and other environmental factors Injuries and diseases result from contact with or exposure to heat (or lack of heat), light, radiation, electricity or other environmental factors.	0	2	2	1
Chemicals and other substances Injuries, diseases or disorders which are a result from a reaction when a worker comes in contact with a chemical or substance, no matter what type of reaction is involved, but exclude occurrences where the person is affected by biological factors such as bacteria, viruses and other microorganisms.	2	3	3	0
Biological factors Injuries, diseases or disorders which are a result from contact with, or exposure to, germs, bacteria, and other micro-organisms.	6	6	12	3
Mental stress Injuries or disorders which are a result from the person experiencing mental stress or being exposed to mentally stressing situations.	24	34	32	14
Vehicle incidents and other Injuries which fall outside those not classifiable to other mechanism groups.	7	14	11	17
TOTAL	104	112	218	205

Source: Figtree (NTG online WHS reporting system)

Current as at 28 July 2020

GOAL 6:

Ensure the structures, systems and legislation support our vision

SUMMARY OF ACHIEVEMENTS

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



Throughout 2019-20 Territory Families has continued to implement and embed the improvements outlined in *Safe, Thriving and Connected: Generational Change for Children and Families*. In 2019-20 this included:

- progressing two legislation amendment Bills to Parliament that implemented 23 explicit Royal Commission recommendations covering:
 - improved care planning, reunification and transition from care requirements
 - improving the application of diversion and bail
 - introducing early intervention and family led decision making
 - explicitly incorporating the use of interpreters into key processes
 - introducing time limits when children are in custody.
- implementing the Aboriginal Carers, Growing up Aboriginal Children, which delivered on commitments to outsource out-of-home care and invest in community based organisations
- increasing staff levels and training through a new detention centre operational model
- improved record keeping and reporting requirements
- improvements to detention centre infrastructure
- continued expansion of bail support and community supervision programs to improve the youth justice system
- reforms to Central Intake including the dual pathways model and new decision making tools that focus on child and family safety
- reforms to the out-of-home care model, including new contracts, services and oversight mechanisms focussed on the quality of care
- introduction of new data reporting, analysis and evaluation programs including the provision of compliant youth justice data to the Australian Institute of Health and Welfare.

In response to the Royal Commission into the Protection and Detention of Children in the Northern Territory, Territory Families continued to progress significant reforms and has now closed 124 specific recommendations. Throughout 2019-20 Territory Families approved new and revised policies and procedures, reflecting its contemporary approach to working with clients.

Territory Families is embedding Signs of Safety as our new practice model. In July 2019, Practice Leaders began working alongside Case Managers to help families complete the Signs of Safety Parent survey. The survey asked questions to capture the extent to which Signs of Safety principles are reflected in practice and sought feedback about the relationship parents have with their Case Manager. 175 parents responded, with 58 per cent reporting that workers do what they will say they do, 61 per cent of parents agreeing that workers listened to them and 74 per cent reporting they think workers care about solving their problems. Staff from the Clinical Practice Directorate have developed and facilitated practice sessions to enhance domestic violence informed practice. Directorate staff continue to provide mentoring to new staff and facilitate case mappings, facilitate group supervision and provide other supports as requested.

In the second half of 2019, significant amendments to the *Care and Protection of Children Act 2007* and the *Youth Justice Act 2005* were passed by the Northern Territory Legislative Assembly. The amendments include important changes such as improving care planning, strengthening the principle of family connection, introducing new limits to the length of time young people are held in Police custody, removing barriers to diversion and decriminalising the breach of bail conditions as an offence. In March 2020, these amendments took effect.

In 2019, Territory Families formed a Working Group with the Department of Education and SAFE NT to address gaps in Working with Children Clearance (WWCC) application, renewal and exemption processes. This included work to review and update reminders to renew a clearance notice, provide renewal reminders via email and develop an automated exemptions form. The Northern Territory has now endorsed the National Standards for Working with Children Checks and agreed to support cross-border information sharing through a centralised WWCC database. This will require legislative amendments and will be progressed by Territory Families in close consultation with SAFE NT as part of work to develop a single Act.

Complaints and Feedback

During 2019-20 Territory Families received 340 complaints, which is significantly lower than the 452 received in the previous year.

There were 144 complaints regarding services delivered under the *Care and Protection of Children Act 2007*, including 34 complaints received from parents of children in care; 34 from Foster or Kinship Carers; and 23 from relatives. Two young people in care lodged a complaint. Sixty-seven complaints related to youth justice services, four of which were received from young people in detention. 129 complaints related to the Pensioner and Carer Concession Scheme.

Of the 211 complaints received in relation to child protection and youth justice services 31 were upheld; 67 were partly upheld; 99 were not upheld and seven had insufficient information or were withdrawn. Work is continuing to resolve the remaining matters.

In 2019-20 Territory Families received an additional 203 service requests which were inclusive of Notices to Access Information from the Office of the Children's Commissioner and other sources.

Territory Families cooperated with the Office of the Children's Commissioner to conduct three Own Initiative Investigations.

In addition, Territory Families conducted eight internal investigations for alleged breaches of the *Public Sector Employment and Management Act 1993*.

Client Management System Alignment Project

It is essential that significant improvements are made to the data, resources and processes that Government uses to manage the welfare and wellbeing of vulnerable children. Timely access to accurate and relevant information is necessary to inform a broad range of operational and policy decisions for the benefit of the child. At present, case management of children within Territory Families' portfolio occurs across multiple systems, and often in isolation from valuable health, education and justice-related information. The ageing legacy systems currently used (particularly in the child protection context) drive manual, inefficient business processes and have limited the agency's ability to effectively and efficiently collect, analyse and use relevant information.

The Northern Territory Government invested \$66.9 million over five years to build a new case management system for Territory Families. Territory Families and the Department of Corporate and Information Services began working toward the implementation of a new case management system for Territory Families in 2017-18. Throughout 2019-20, a public tender for the development of Phase One of a new client information management system was conducted. The new case management system will address findings from the Royal Commission into the Protection and Detention of Children in the Northern Territory and improve record keeping, information sharing, reporting and case management practices. It is expected to take four years to deliver the full system, including data exchange capability and integration with other government data sources including Police, Justice, Health and Education. There will be increased sharing capacity between government agencies and community organisations. The new system will make it easier to access, analyse and generate reports to produce a whole-of-life picture of a child and their family to increase opportunities for early intervention and diversion. Other benefits include improved staff training, retention and productivity and reduced complaints.

Territory Families continues to build a data warehouse and business intelligence function to support tracking, monitoring and evaluation of investment to improve outcomes for children, families and communities. In 2019, we continued to make improvements to existing data in the warehouse, identified data collection solutions for service providers and planned for additional datasets to be added. The agency is also leading cross-agency work to understand the nontechnical environment that will assist with providing a full view of the circumstances of children and families we work with. Territory Families has been provided \$2.5 million to establish a data warehouse to assist with the creation of improved reporting and evidence.

Youth detention facilities

Throughout 2019-20 Territory Families worked with young people in detention, Traditional Owners, Aboriginal stakeholder groups, legal services, local government and Youth Justice Officers to design the new youth justice centres and develop programs and services that meet their needs. Specialist Advisory Groups were established to guide and inform this work.

The planning and design of the new Darwin Youth Justice Centre and the redevelopment of the Alice Springs Youth Detention Centre (ASYDC) was awarded to local architect, Bennett Design, in December 2018 and completed in January 2020. In consultation with key stakeholders, Territory Families developed design principals for the new facilities which include that it:

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

On 20 July 2020 the Government announced the development of the new Darwin Youth Justice Centre. The design developed in 2019-20 includes:

- 30 bedrooms for young people equipped with a shower, toilet and desk. Housed within three accommodation blocks that each contain staff supervision, living and dining areas, as well as program delivery and outdoor spaces.
- A learning and training hub.
- A health and wellbeing hub.
- An admissions area equipped with contemporary scanning technology.
- A reception area with screening facilities that ensure equitable entry processes as well as visitation spaces for in-person and virtual conferencing.
- Shared office space for youth justice staff, staff from other government agencies and service providers.
- Latest security systems.



Legal Services and Information Release

Territory Families assisted members of the public and other organisations to access government and personal information. Our assistance included managing formal applications received under the freedom of information provisions of the *Information Act 2002*. In 2019-20 we received 131 freedom of information applications. In addition Territory Families responded to 82 court orders for production of material.

FIGURE 13: Freedom of information requests received compared with previous years

	2016-17	2017-18	2018-19	2019-20
Freedom of information requests received	47	73	128	131

FIGURE 14: Information requests received 2019-20

	Received	Completed
Freedom of information requests	131	120
<i>Family Law Act 1975 Section 69ZW</i> requests	34	34
Subpoena (including interstate subpoenas)	24	24
Summons	24	24
Coroner's warrant	19	16
Police warrant	3	3
TOTAL	235	221

Audits And Reviews

Territory Families audits and reviews its functions and performance and those of its funded services to ensure that structures, systems and controls are appropriate and effective, and to make recommendations for improvement to achieve optimal performance and outcomes. In 2019-20 these included:

Audit/Review	Purpose
Travel Audit	To verify that travel undertaken by agency staff was in compliance with agency and whole-of-government requirements. This audit was mandated by the Department of the Chief Minister.
Value for Territory (Buy Local) Audit	To audit the agency's compliance with the Buy Local Plan and Procurement Rules. This audit was mandated by the Department of Trade, Business and Innovation.
Grants Procurement Audit	To provide assurance that the agency's procurement of grant funded activity is in accordance with the whole-of-government Grants rules and guidelines.
Audit of Overtime in Youth Justice	To provide assurance that the approval of overtime in the youth detention centres was in accordance with relevant laws, regulations, policies and procedures.
Cabinet Confidentiality	To verify that the agency has proper procedures and measures in place to ensure that Cabinet information is appropriately handled. This audit was mandated by the Department of the Chief Minister.
Evaluation of the Mikan Reference Group	An evaluation of the achievements, risks and future sustainability, and to provide recommendations for improvement of service delivery, of the Mikan Reference Group, which is a collaboration between Territory Families and communities in the East Arnhem Region aiming to build, share and promote child protection awareness in the region.
Youth Outreach and Re-Engagement Team (YORET) Service Evaluation	A review to ensure that the Youth Outreach and Re-Engagement program was adequately addressing offender risk, to clarify the role of YORET on the spectrum of youth diversion intervention strategies and make recommendations about service enhancements to improve outcomes for young people, their families and communities.



Compliance with *Public Sector Employment And Management Act 1993*

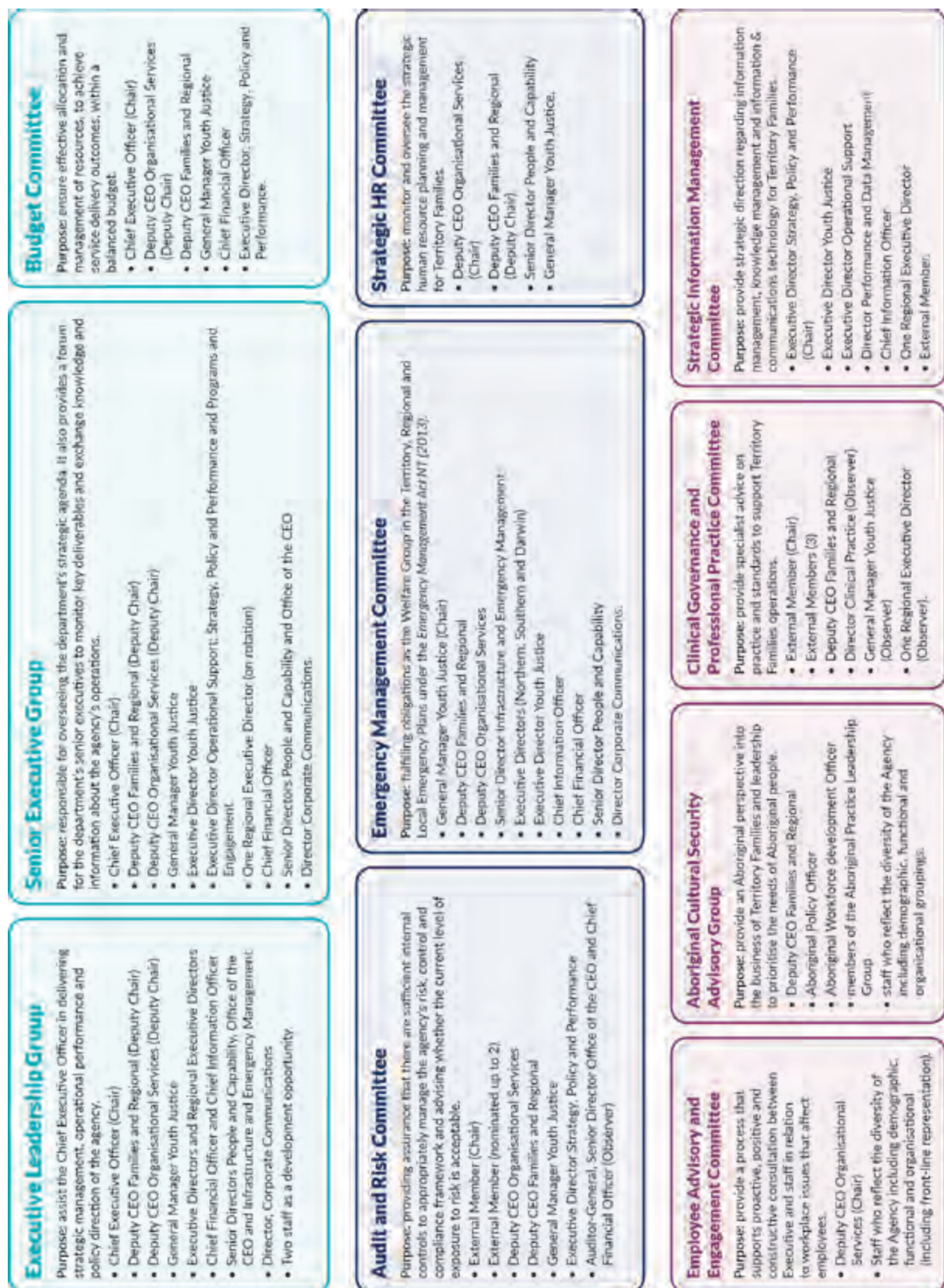
Employment instruction	Action
Number 1 Filling vacancies Chief Executive must develop a procedure for the filling of vacancies	Territory Families applies the Office of the Commissioner for Public Employment, Recruitment and Selection Policy, Employment Instruction Number 1 and Commissioner's Guideline. The agency mandates recruitment and selection training for all selection panel members. The NTPS Recruitment and Selection Policy is available on the staff intranet.
Number 2 Probation Chief Executive must develop a probation procedure	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 2, Commissioner's Guideline, and has agency-specific guidelines. During the reporting period, there were 253 new commencements in Territory Families. 75 staff had their probation confirmed, eight received automatic extensions for a further six months and 124 staff received automatic confirmations for probation at 12 months. No staff were terminated whilst on probation.
Number 3 Natural justice A person who an impending decision may adversely affect must be afforded natural justice before a final decision is made	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 3, and the Commissioner's Guideline. The principles of natural justice are embedded in relevant policies to ensure staff awareness.
Number 4 Employee performance management and development systems Chief Executive must develop and implement an employee performance management and development procedure	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 4 and has an established myCareer Framework, with information available via the intranet and links to the Office of the Commissioner for Public Employment resources. 427 staff had myCareer plans in place during the reporting period.
Number 5 Medical examinations Chief Executive may engage a health practitioner to undertake an examination of an employee in the case of inability, unsatisfactory performance or breach of discipline matters	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 5. The agency engages qualified health practitioners to assess an employee's fitness for work on an as-needed basis. Two medical invalidity processes were commenced in 2019-20.

Employment instruction	Action
Number 6 Employee performance and inability Chief Executive may develop employee performance and inability procedures	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 6, Commissioner's Guideline, and has agency-specific 'Improving Employee Performance Guidelines'. Three formal inability proceedings were initiated in 2019-20.
Number 7 Discipline Chief Executive may develop discipline procedures	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 7 and the Commissioner's Guideline. Territory Families considers the framework provided by the Commissioners documents sufficient and agency-specific procedures are not required. Each disciplinary matter is managed on a case-by-case basis. 18 formal discipline processes were initiated in the employment period.
Number 8 Internal agency complaints and Section 59 grievance reviews Chief Executive must develop an internal employee grievance-handling policy and procedure	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 8 and has an agency-specific policy, guidelines and frequently asked questions.
Number 9 Employment records Chief Executive is responsible for keeping employees' records of employment	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 9 and has agency-specific guidelines to ensure employment records are created and managed in accordance with legislative requirements.
Number 10 Equality of employment opportunity programs Chief Executive must develop an equality of employment opportunity program integrated with corporate, strategic and other agency planning processes	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 10. Territory Families released our Aboriginal Workforce Plan 2020–2024 on 19 March 2020 (National Close the Gap day). At the end of June 2020 the agency was also developing a Disability Action Plan to outline commitments to providing an inclusive workplace supporting a diverse workforce.
Number 11 Occupational health and safety standards program Chief Executive must ensure the application of appropriate occupational health and safety standards and programs and report annually on these programs	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.



Employment instruction	Action
Number 12 Code of conduct Chief Executive may issue an agency-specific code of conduct	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 12 with information available via the Territory Families staff intranet and links to the Office of the Commissioner for Public Employment resources.
Number 13 Appropriate workplace behaviour Chief Executive must develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 13 and Commissioner's Guideline. Information is available on the Territory Families intranet, with links to the Office of the Commissioner for Public Employment resources. Training and information is available to all Territory Families employees as part of their induction. The Territory Families 'Respect in the Workplace' policy guides employees on appropriate workplace behaviour and the process for dealing with inappropriate behaviour in the workplace.
Number 14 Redeployment and redundancy procedures	Territory Families applies the Office of the Commissioner for Public Employment, Employment Instruction Number 14, with information available via the Territory Families staff intranet and links to the Office of the Commissioner for Public Employment resources. Eight voluntary redundancies occurred.
Number 15 Special measures	Territory Families applies a special measures recruitment plan for all advertised vacancies and has some designated Aboriginal positions in support of growing the Aboriginal workforce. Information is available on the Territory Families intranet, with links to the Office of the Commissioner for Public Employment resources. Over the reporting period, 35 recruitment actions were filled by Aboriginal applicants under special measures. This represents 20 per cent of all successful applicants recruited. Since its inception the agency's special measures plan has increased Aboriginal workforce by 20.4 per cent, including increased Aboriginal representation in middle management and executive leadership positions.

Our Governance Committees





Executive Leadership Group

The Territory Families Executive Leadership Group assists the Chief Executive Officer to deliver the strategic management, operational, performance and policy direction of the Agency. The Executive Leadership Group is also a forum for the presentation of quarterly reports from Governance Committees within the agency's structure.

The Executive Leadership Group meets on the last Wednesday of each month. The Group met 12 times in 2019-20, with a special meeting in January 2020 considering a large number of operational policy matters following amendments to legislation. In 2019-20 the Executive Leadership Group assisted the Chief Executive Officer with:

- leading the implementation of agency priority projects, including improvement initiatives in youth justice and child protection
- endorsing the implementation of the Northern Territory Gender Equity Statement of Commitment and the Northern Territory Sexual Violence Prevention and Response Framework 2020-28
- the design of Territory Families' key priorities for 2019-20, office fit-outs and Welfare Management plans
- the design of the new Darwin Youth Justice Centre and the refurbishment of the Alice Springs Youth Detention Centre
- the development of the new model for Child Protection Market Allowance
- oversight and direction relating to performance reporting, budget and people management, corporate communications activities, and cross-government activity
- policy approval related to youth justice, operational support, people and capability, and ethical decision making.

Senior Executive Group

The Senior Executive Group oversees the agency's strategic agenda. It also provides a forum for the agency's Senior Executives to monitor key deliverables and exchange knowledge and information about the agency's operations. The Group met on a weekly basis throughout 2019-20. A small number of exceptions occurred when a meeting was deferred or cancelled due to other major events and priorities. The Group undertook regional visits to Alice Springs, Katherine and Palmerston. The Senior Executive Group considered matters relating to:

- agency priority projects
- youth justice
- out-of-home care
- finance
- corporate communications
- emergency management.

Budget Committee

The Budget Committee provides executive oversight of Territory Families financial resources to meet the strategic goals of the agency. The Committee provides robust financial oversight and cost control through the consideration of a range of standing items including year-to-date financial position, year-end financial projections and specific reports on operations that have traditionally presented demand-driven budget pressures. Monthly meetings were held throughout 2019-20. The primary achievements of Budget Committee in 2019-20 were:

- implementing FTE and program savings approved as part of the 2019-20 Budget;
- managing Territory Families' overall expenditure within the 2019-20 Budget allocation which required the development and implementation of initiatives to manage traditionally demand driven budget pressures;
- monitoring of contemporary issues impacting budget including the agency responses to the COVID-19 pandemic; and
- driving the implementation of robust cost controls.

Strategic Human Resources Committee

The Strategic Human Resources Committee monitors the strategic human resource planning and management for Territory Families. During each meeting the group:

- monitors and reviews strategic Territory Families HR issues;
- monitors, reviews and analyses staffing, workforce and leadership strategies at a system level in response to workforce data and analysis;
- monitors the Executive Contract Officer profile as well as Senior Administrative Officers;
- monitors staffing profiles and matters relating to recruitment retention; and
- provides strategic oversight and advice to assist with the management of unattached and case managed employees.

In 2019-20 the Strategic Human Resources Committee oversaw the delivery and response to the 2019 People Matter survey; led the implementation of the Aboriginal Workforce Development Plan; managed the Departments Influenza Program; and approved the changes to the child protection market allowance. Key achievements for the Committee included the continued investment in the early careers program, through participating in the Northern Territory Government School Based and Aboriginal School Based Traineeship, Trainee and Aboriginal Traineeship, Graduate and Aboriginal Graduate, Vacation Employment, Work Experience and Aboriginal Employment Programs.



Strategic Information Management Committee

The Strategic Information Management Committee provides strategic direction regarding information management, knowledge management and information and communication technology for Territory Families. The Committee met once every two months during the 2019-20 financial year.

In 2019-20 the Committee oversaw a range of strategic initiatives including the design and delivery of the project to deliver Territory Families' CARE management system and new data warehouse, the movement of Territory Families data-reporting functions and staff to DCIS, and the continued advancement of software solutions to make frontline child protection, youth justice and family support work more efficient and effective.

Audit and Risk Management Committee

The Audit and Risk Management Committee is responsible for giving strategic advice to the Chief Executive Officer on the agency's emerging strategic risks and monitors/reviews financial reporting, agency performance, risk management and the internal control framework. It also includes the provision on strategic advice on financial accountability and compliance. The Committee met four times during 2019-20 including a regional visit to Palmerston in November 2019 to visit the supported bail accommodation facility, meet the Central Intake Team, visit the Palmerston Youth Outreach and Re-Engagement Team and meet with youth service providers in Palmerston.

In 2019-20, the Audit and Risk Management Committee considered a broad range of strategic and operational issues, including:

- endorsing a more streamlined and targeted Internal Audit Plan
- monitoring the implementation of audit recommendations
- providing oversight of the implementation of recommended actions from internal and external audits
- endorsing an updated internal audit charter for the agency
- endorsing a finance and procurement control plan for the agency.

Employee Advisory and Engagement Committee

The Employee Advisory and Engagement Committee ensures a positive, inclusive and stimulating workplace for all staff, in line with Territory Families' strategic goal of valuing and investing in our people. It reports through to the Strategic HR Committee and members facilitate each of the Corporate Inductions. The Employee Advisory and Engagement Committee met five times in 2019-20.

In 2019-20, the Employee Advisory and Engagement Committee had input into key agency initiatives including the Employee Recognition Scheme and the development of the Sexual Violence Prevention and Response Framework. The Committee also conducted a visit to Nhulunbuy to better understand the agency's work in the region, and the partnership that Territory Families has with the Department of the Chief Minister and other agencies.

Cultural Security Advisory Committee

The Aboriginal Cultural Security Advisory Committee was established to bring an Aboriginal perspective to the strategic direction and objectives of Territory Families and to guide and monitor the implementation of the Aboriginal Cultural Security Framework. The Committee has met four times since it was created in October 2019, with two out of sessions held to conduct visioning workshops and dedicated communications meetings in preparation for Reconciliation Week and NAIDOC Week.

Emergency Management Committee

The Territory Families Emergency Management Committee is responsible for:

- fulfilling the Welfare Group's obligations in the Territory, Regional and Local Emergency Plans under the *Emergency Management Act 2013*;
- ensuring compliance with the requirements of the Territory Families Emergency Preparedness and Continuity Management Policy; and
- ensuring business continuity in the event of an emergency.

The Territory Families Emergency Management Committee held 19 meetings during 2019-20. The meetings are held as required, and were held more frequently during the COVID-19 pandemic.

Clinical Governance and Professional Practice Committee

Territory Families' Clinical Governance and Professional Practice Committee is an advisory committee that:

- provides assurance to the Senior Executive and agency's Audit and Risk Management Committee of service quality and the application of controls assurance in relation to care and protection and youth justice services.
- ensures that a co-ordinated holistic approach to clinical risk management and clinical governance is in place and scrutinises the systems in place for effective delivery of:
 - quality services that fulfil clinical and professional practice standards; and
 - care co-ordination, evidence-based practice and continuous quality improvement.
- makes recommendations relating to policies, plans, practices, or issues referred to Territory Families for review.

The Committee comprises five external members who are eminent professionals in their respective careers of psychiatry, psychology, education, primary health and justice. The Clinical Governance and Professional Practice Committee met on three occasions in 2019-20 and received, reviewed and provided advice in relation to:

- Youth Justice Back on Track Program
- Youth Justice Model of Care
- implementation of Signs of Safety Practice Framework
- Territory Families People Matter Survey results
- transition of health services in youth detention centres
- new youth detention centre designs
- Legislative Amendments to the *Youth Justice Act 2005* and *Care and Protection of Children Act 2007*
- Territory Families performance reports, Annual Report and Safe Thriving Connected Progress Reports
- High Risk Young People with Complex Behaviours

Site visits were held at the Alice Springs Youth Detention Centre and the Department of Health Youth Inpatient Facility, Royal Darwin Hospital Campus.







3

Financial Performance

Territory Families 2019-20 Budget

In 2019-20, the original Budget of \$334.6 million increased to \$340.9 million across the year.

The increase of \$6.3 million was predominately related to additional funding for:

- \$3.8 million for the carryover from 2018-19 for a range of programs
- \$1.8 million for the gifting of assets at Loves Creek and former men's safe spaces to Aboriginal Organisations
- \$1.6 million in Commonwealth funding to support the response to the COVID-19 pandemic
- \$0.7 million transferred from the Department of the Chief Minister for the support of Youth Services in Alice Springs
- \$0.3 million transferred from partner NTG agencies in relation to the implementation of a five-year agreement with Menzies School of Health Research for the Child and Development Research Project
- \$0.2 million transferred from partner NTG agencies to implement a new youth development model in East Arnhem.

Partially offset by:

- \$1.0 million carried over into 2020-21 resulting from the delays in establishing Families and Children Centres
- \$0.6 million transfer of the Performance and Data Management Team to the Department of Corporate and Information Services
- \$0.1 million transferred to Department of the Chief Minister for a senior coordinator in Groote Eylandt
- \$0.5 million in transfers to other agencies in relation to various items.

Budget Performance

Territory Families final expenditure result was \$338.1 million, resulting in an underspend of \$2.8 million or 0.8 per cent against the Budget of \$340.9 million.

The agency carried significant unbudgeted expenditure related to COVID-19 which was offset by underspends predominantly in out-of-home-care. Further information about COVID-19 expenditure is provided in the section on page 97.

Additionally, Territory Families is managing a legacy base budget issue in relation to the Youth Detention Centres. At the time of transfer from the Department of Corrections, Employee Expense budgets was insufficient to meet costs. This has been managed within the agency through offsets in other outputs.

Figure 15 presents the agency's budget and actual expenditure by Budget Output. Original Budget reflects the Northern Territory Government 2019-20 Budget Paper No 3, whilst the Revised Budget includes budget variations approved by Government throughout 2019-20.

FIGURE 15: 2019-20 Budget and expenditure by output

	Original Budget	Revised Budget	Actual	Variance
	\$000	\$000	\$000	\$000
Children and families	264,007	265,154	265,646	(492)
Family support	23,477	25,133	28,057	(2924)
Child protection	21,470	20,375	23,834	(3459)
Out of home care	128,446	128,884	122,132	6752
Youth justice	61,180	64,173	67,028	(2855)
Domestic, family and sexual violence	29,434	26,589	24,595	1994
Reform Management Office	8923	7958	4710	3248
Reform Management Office	948	737	828	(91)
Support families earlier	7370	6659	3882	2777
Evidence-based practice	605	562	—	562
Seniors, pensioners and carers	31,643	31,655	31,332	323
Seniors, pensioners and carers	31,643	31,655	31,332	323
Community engagement and programs	3828	3720	3664	56
Gender equity	1183	1068	1090	(22)
Social inclusion	2645	2652	2574	78
Corporate and governance	26,231	32,373	32,734	(361)
Corporate and governance	13,921	9779	8865	914
Shared services received	12,310	22,594	23,869	(1275)
Territory Families total	334,632	340,860	338,086	2774

COVID-19 Expenditure

Territory Families incurred \$7.8 million in expenses related to the provision of Welfare Support and Quarantine Accommodation to the public for the COVID-19 response. Territory Families received \$1.6 million in budgeted revenue and expense reflecting the Commonwealth's contribution under the National Partnership Agreement on COVID-19 response. The remaining \$6.2 million was unbudgeted and was met through prudent financial management to prioritise essential services expenditure.

COVID-19 is expected to have a continued impact on agency budgets in 2020-21 associated with the responsibilities to operate the Howard Springs Quarantine Accommodation (Manigurra-ma Village) and the Alice Springs Accommodation Facilities.

Figure 16 below sets out the expenditure breakdown for 2019-20 COVID-19 expenditure.

FIGURE 16: 2019-20 COVID-19 breakdowns

Expense Category	\$000
Welfare staff	2050
Security	1378
Accommodation and support costs for people in quarantine	4146
Grants to Domestic Violence service providers	230
Total	7804

Comprehensive Operating Statement

Budget Performance


Territory Families performed within the budgeted allocation of \$340.9 million. Key variations in budget were:

- overspends in Employee Expense related to COVID-19 and Youth Detention Centre Operations;
- overspends in Purchase of Goods and Services Expense related to a reclassification of contracts from grants; and
- underspends in Current Grants and Subsidies related to repurposing of budget to offset unbudgeted costs for COVID-19 and Youth Detention Operations costs.

Figure 17 below provides detail on budget variations for operating accounts.

FIGURE 17: 2019-20 Comprehensive operating statement revised budget and actual

	2019-20 Revised Budget	2019-20 Actual	Variance	Note
INCOME	\$000	\$000	\$000	
Taxation revenue	-	-	-	
Grants and subsidies revenue				
Current	3217	2217	(1000)	a)
Capital	-	-	-	
Appropriation				
Output	293,040	293,040	-	
Commonwealth	10,837	10,795	(42)	
Sales of goods and services	94	46	(48)	
Interest revenue	-	-	-	
Goods and services received free of charge	22,594	23,868	1274	b)
Other income	306	559	253	c)
TOTAL INCOME	330,088	330,525	437	
EXPENSES				
Employee expenses	93,882	103,834	9952	d)
Administrative expenses				
Purchases of goods and services	92,347	102,195	9848	e)
Depreciation and amortisation	3818	3882	64	f)
Goods and services received free of charge	22,594	23,868	1274	g)
Other administrative expenses	2193	2511	318	h)
Grants and subsidies expenses				
Current	105,534	82,886	(22,648)	i)
Capital	1354	367	(987)	j)
Community service obligations	19,134	18,501	(633)	k)
Interest expenses	5	8	3	
TOTAL EXPENSES	340,861	338,052	(2809)	
NET SURPLUS/(DEFICIT)	(10,773)	(7527)	3246	l)

- 
- a) Change in accounting treatment for Revenue received from the Commonwealth in advance of delivery for Children and Families Tripartite Forum.
 - b) Goods and Services Free of Charge for the Department of Infrastructure, Planning and Logistics was more than budgeted due to higher than anticipated repairs and maintenance expense at the Youth Detention Centres.
 - c) Other Revenue variance relates to recovery of costs from other NTG agencies predominantly for utilities.
 - d) Employee Expense overspend relates to \$4.6 million in Youth Detention Centres reflecting a legacy base-budget shortfall when transferred to the agency from the Department of Corrections, \$1.8 million for the COVID-19 response for staff in welfare and quarantine centres and \$1.1 million out-of-home care and \$2.4 million child protection.
 - e) Purchase of Goods and Services overspend relates predominantly to a reclassification of \$15 million expenditure for Purchase Home Based Care services from Grants and Subsidies expense. This was offset by underspends in residential care.
 - f) Depreciation expense exceeded budget due to the transfer in of building assets ahead of schedule.
 - g) Goods and Services Free of Charge for Department of Infrastructure, Planning and Logistics was more than budgeted due to higher than anticipated repairs and maintenance expense at the Youth Detention Centres.
 - h) Other Administrative Expenses overspend relates to increases in the provision for doubtful debts.
 - i) Grants and Subsidies Expense underspend is offset by the \$15 million classification issue reported for Purchase of Goods and Services (note e) and the remaining reflects delayed implementation of initiatives to offset COVID-19 expense:
 - \$2 million Child and Families Centres
 - \$1.1 million Palmerston Drop-In Centre
 - \$1.1 million Dual Pathways
 - \$2.6 million Safe, Thriving and Connected Evidence Based-Practice
 - \$1.1 million for Domestic, Family and Sexual Violence initiatives for Action Plan 1.
 - j) Capital Grants underspend relates to a delay of works for the Malak Child and Family Centre which will be carried out in 2020-21.
 - k) Community service obligations underspend relates to lower than budgeted uptake of the NT Concession Scheme electricity concessions paid to Jacana Energy and water concessions paid to Power and Water Corporation.
 - l) Deficit underspend of \$3.2 million relates to budgets carried forward from 2018-19 reprioritised to address COVID-19 costs. Further information regarding the operating deficit is provided on page 100.

2019-20 Operating Deficit

Territory Families managed within the 2019-20 budget expenditure allocations as presented in the Budget Performance section above.

The 2019-20 operating result was a deficit of \$7.5 million. This was an anticipated deficit related to non-cash expenditure, in accordance with Northern Territory Government financial management framework not funded through appropriation income. The table below, provides a breakdown of the operating deficit.

FIGURE 18: 2019-20 Operating deficit

Item	2019-20 Revised Budget	2019-20 Actual
	\$000	\$000
Operating revenue	330,088	330,525
Operating expenses	340,861	338,052
Net Deficit	(10,773)	(7527)*
* Actual deficit breakdown:		
less Non-cash items for which operating revenue is not received		
Depreciation		3882
Assets & provision movements ¹		2511
Revenue received in 2019-20 to be expended in 2020-21 ²		(1257)
Other		(383)
Offset by Agency underspend		2774

1. Includes \$816K Men's Place and \$970K Loves Creek gifting to local Aboriginal corporations.

2. DFV grants - COAG Women's Council.

Certification of the Financial Statements



We certify that the attached financial statements for Territory Families have been prepared based on proper accounts and records in accordance with the prescribed format, the *Financial Management Act 1995* and Treasurer's Directions.

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2020 and the financial position on that date.

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

Kenneth Lindsay Davies

Chief Executive Officer

31 August 2020

Kim Charles

Chief Financial Officer

31 August 2020

Comprehensive Operating Statement

For the year ended 30 June 2020


	Note	2020 \$000	2019 \$000
INCOME			
Grants and subsidies revenue	4a		
Current		2217	296
Capital		-	-
Appropriation	4b		
Output		293,040	302,272
Commonwealth		10,795	23,567
Sales of goods and service	4c	46	48
Interest revenue		-	-
Goods and services received free of charge ¹	5	23,868	9,859
Other income	4d	559	870
TOTAL INCOME	3	330,525	336,912
EXPENSES			
Employee expenses		103,834	105,284
Administrative expenses			
Property management		5481	5364
Purchases of goods and services	6	96,714	51,735
Repairs and maintenance		-	4175
Depreciation and amortisation	13	3882	3653
Other administrative expenses		26,379	9799
Grants and subsidies expenses			
Current		82,886	121,674
Capital		367	3149
Community service obligations		18,501	19,330
Interest expenses	7	8	-
TOTAL EXPENSES	3	338,052	324,163
NET SURPLUS/(DEFICIT)		(7527)	12,749
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in accounting policies		-	-
Correction of prior period errors		-	-
Changes in asset revaluation surplus		-	(1071)
TOTAL OTHER COMPREHENSIVE INCOME		-	(1071)
COMPREHENSIVE RESULT		(7527)	11,678

1. Includes DCIS service charges and DIPL repairs and maintenance service charges.

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

Balance Sheet

As at 30 June 2020



	Note	2020	2019
		\$000	\$000
ASSETS			
Current assets			
Cash and deposits	9	27,094	30,382
Receivables	11	3312	1961
Prepayments		327	190
Total current assets		30,733	32,533
Non-current assets			
Property, plant and equipment	13	47,962	44,624
Total non-current assets		47,962	44,624
TOTAL ASSETS		78,695	77,157
LIABILITIES			
Current liabilities			
Payables	15	14,207	15,661
Borrowings and advances	16	26	-
Provisions	17	12,145	11,245
Other liabilities	18	1000	-
Total current liabilities		27,378	26,906
Non-current liabilities			
Borrowings and advances	16	183	-
Total non-current liabilities		183	-
TOTAL LIABILITIES		27,561	26,906
NET ASSETS		51,134	50,251
EQUITY			
Capital		70,328	61,918
Asset Revaluation Reserve	20	26,738	26,738
Accumulated funds		(45,932)	(38,405)
TOTAL EQUITY		51,134	50,251

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 2020

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2019-20					
Accumulated funds		(38,405)	(7527)	-	(45,932)
Asset Revaluation Reserve	20	26,738	-	-	26,738
Capital – transactions with owners					
Equity injections					
Equity transfers in		41,576	-	9070	50,646
Other equity injections		36,043	-	14	36,057
Equity withdrawals					
Capital withdrawal		(10,405)	-	(674)	(11,079)
Equity transfers out		(5296)	-	-	(5296)
		61,919	-	8410	70,328
Total equity at end of financial year		50,251	(7527)	8410	51,134
2018-19					
Accumulated funds		(50,795)	12,749	-	(38,046)
Changes in accounting policy		(359)	-	-	(359)
		(51,154)	12,749	-	(38,405)
Asset Revaluation Reserve	20	27,809	(1071)	-	26,738
Capital – transactions with owners					
Equity injections					
Equity transfers in		37,342	-	4234	41,576
Other equity injections		36,043	-	-	36,043
Equity withdrawals					
Capital withdrawal		(10,405)	-	-	(10,405)
Equity transfers out		(5255)	-	(41)	(5296)
		57,725	-	4193	61,918
Total equity at end of financial year		34,380	11,678	4193	50,251

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 2020



	Note	2020 \$000	2019 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		2217	296
Capital		-	-
Appropriation			
Output		293,040	302,272
Commonwealth		10,795	23,567
Receipts from sales of goods and services		13,835	14,415
Total operating receipts		319,887	340,550
Operating payments			
Payments to employees		(102,710)	(104,136)
Payments for goods and services		(119,118)	(73,017)
Grants and subsidies paid			
Current		(82,026)	(121,674)
Capital		(367)	(3149)
Community service obligations		(18,088)	(19,330)
Interest paid		(8)	-
Total operating payments		(322,317)	(321,306)
Net cash from/(used in) operating activities	10	(2430)	19,244
Investing payments			
Purchases of assets		-	(49)
Total investing payments		-	(49)
Net cash from/(used in) investing activities		-	(49)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Equity injections			
Other equity injections		14	-
Total financing receipts		14	-
Financing payments			
Finance lease payments		(198)	-
Equity withdrawals		(674)	-
Total financing payments		(872)	-
Net cash from/(used in) financing activities	10	(858)	-
Net increase/(decrease) in cash held		(3288)	19,195
Cash at beginning of financial year		30,382	11,187
CASH AT END OF FINANCIAL YEAR	9	27,094	30,382

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

Notes to the Financial Statements

For the year ended 30 June 2020

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2. Statement of significant accounting policies
3. Comprehensive operating statement by output group

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- 4b. Appropriation
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1. Objectives and funding

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

Additional information in relation to Territory Families and its principal activities may be found in part two of the Annual Report.

The agency is predominantly funded by the Northern Territory Government and reliant on the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs.

For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summarised financial information in the form of a Comprehensive Operating Statement by output group.

a) Machinery of government changes

Transfers out

Details of transfer: the following Units were transferred to Department of Corporate and Information Services:

- People and Capability
- Information Technology
- Records Management
- Performance and Data Management
- Corporate Services (Fleet).

Basis of transfer: Administrative Arrangements Order (No.2) 2019, 27 June 2019.

Date of transfer: effective from 1 July 2019.

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

	\$000
Assets	
Cash	751
	751
Liabilities	
Payables	-
Provisions	751
Other liabilities	-
	751
Net assets	-

Notes to the financial statements

For the year ended 30 June 2020

Details of transfer: the Infrastructure Unit was transferred to Department of Infrastructure, Planning and Logistics (DIPL).

Basis of transfer: Administrative Arrangements Order (No.2) 2019, 27 June 2019.

Date of transfer: effective from 1 July 2019.

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

	\$000
Assets	
Cash	148
Receivables	-
Property, plant and equipment	-
	148
Liabilities	
Payables	9
Provisions	148
Other liabilities	-
	157
Net assets	9

2. Statement of significant accounting policies

1. Statement of compliance

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act 1995* and related Treasurer's Directions. The *Financial Management Act 1995* requires Territory Families to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of agency financial statements should include:

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



2. 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.

Standards and interpretations effective from 2019-20

AASB 15 Revenue from contracts with a customer / AASB 1058 Income for not-for-profit entities

AASB 15 Revenue from contracts with customers (AASB 15) supersedes AASB 111 Construction contracts, AASB 118 Revenue and related interpretations and applies, with limited exceptions, to all revenue arising from contracts with customers. Under AASB 15 revenue from agreements that are enforceable, have sufficiently specific performance obligations and transfer goods or services to the customer or third party beneficiary will be recognised when or as performance obligations are satisfied. AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when assessing contracts with their customers.

AASB 1058 Income for not-for-profit entities (AASB 1058) clarifies and simplifies income-recognition requirements that apply to not-for-profit entities and replaces most of the not-for-profit provisions under AASB 1004 Contributions. AASB 1058 applies to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable the entity to further its objectives, and where volunteer services are received.

In contrast with previous standards such as AASB 1004, AASB 1058 allows deferral of income from capital grants where there is an enforceable contract with sufficiently specific performance obligations and the agreement does not require the agency to transfer the asset to other parties. For such capital grants, the funding received is initially deferred in an unearned revenue liability and subsequently recognised as revenue as or when the agency satisfies obligations under the agreement. Where funding is received from another Territory Government-controlled entity other than Commonwealth funds on-passed by the Central Holding Authority, revenue is recognised upfront on receipt.

In accordance with transition provisions, the agency has applied the modified retrospective approach on transition to AASB 15 and AASB 1058, with the cumulative effect of applying both accounting standards recognised in accumulated funds or appropriate equity code at 1 July 2019. Accordingly, the comparative information presented for 2018-19 has not been restated and is presented as previously reported. The agency applied the accounting standards retrospectively to all contracts, including completed contracts, at 1 July 2019. Completed contracts include contracts where the agency had recognised all revenue in prior periods under AASB 1004 Contributions.

The agency has applied the following practical expedients permitted by AASB 15 and AASB 1058 on transition:

- application of hindsight on determining the transaction price and allocating the transaction price to the satisfied and unsatisfied performance obligations
- contract modifications that occurred prior to the date of initial application accounted for on an aggregated basis when identifying the satisfied and unsatisfied performance obligations
- assets previously acquired for significantly less than fair value not remeasured but recorded at cost.

Notes to the financial statements

For the year ended 30 June 2020

There was no impact on adoption of AASB 15 and AASB 1058 as at 1 July 2019.

The table below summarises the impacts of adopting AASB 15 and AASB 1058 in the 2019-20 financial statements. It compares actual amounts reported to amounts that would have been reported if previous revenue standards (AASB 1004, AASB 118, AASB 111 and related interpretations) had been applied in the current financial year.

Impact on balances affected by adopting AASB 15 and AASB 1058 as at 30 June 2020:

Comprehensive operating statement

Note	30 June 2020 without AASB 15/1058	Impact of AASB15/1058	30 June 2020 with AASB 15/1058
	\$000	\$000	\$000
INCOME			
Grants and subsidies revenue			
Current	3217	(1000)	2217
Capital	-	-	-
Appropriation			
Output	293,040	-	293,040
Commonwealth	10,795	-	10,795
Sales of goods and services	81	-	81
Other income	24,392	-	24,392
TOTAL INCOME	331,525	(1000)	330,525
TOTAL EXPENSES	338,052	-	338,052
NET SURPLUS/(DEFICIT)	(6527)	(1000)	(7527)
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-
COMPREHENSIVE RESULT	(6527)	(1000)	(7527)

Notes to the financial statements

For the year ended 30 June 2020

Balance sheet

	Note	30 June 2020 without AASB 15/1058	Impact of AASB15/1058	30 June 2020 with AASB 15/1058
		\$000	\$000	\$000
TOTAL ASSETS		78,695	-	78,695
LIABILITIES				
Current liabilities				
Payables	15	14,207	-	14,207
Borrowings and advances	16	26	-	26
Provisions	17	12,145	-	12,145
Other liabilities (Unearned Revenue)	18	-	1000	1000
Total current liabilities		26,378	1000	27,378
Total non-current liabilities		183	-	183
TOTAL LIABILITIES		26,561	1000	27,561
NET ASSETS		52,134	(1000)	51,134
EQUITY		52,134	(1000)	51,134

Additional information can be found in Note 18.

AASB 16 Leases

AASB 16 Leases (AASB 16) supersedes AASB 117 Leases and relevant interpretations and introduces significant changes to lessee accounting by removing the distinction between operating and finance leases. For lessees with operating leases, a right-of-use asset has now been recognised on the balance sheet together with a lease liability at the lease commencement, for all leases except for leases with a term of less than 12 months or where the underlying assets are of low value. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged and has not had a significant impact for leases where the agency is the lessor.

In accordance with transition provisions, the agency has applied the modified retrospective approach on transition to AASB 16, with the cumulative effect of initial application of the standard as an adjustment to the balance sheet as at 1 July 2019. Accordingly, the comparative information presented for 2018-19 has not been restated and is presented as previously reported.

Lease liabilities recognised at 1 July 2019 have been measured at the present value of the remaining lease payments discounted using the Northern Territory Treasury Corporation's (NTTC) institutional bond rate as the incremental borrowing rate at the date of initial application. The weighted average incremental borrowing rate applied to the lease liabilities as at 1 July 2019 was 1.31 per cent.

The corresponding right-of-use asset has been recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 1 July 2019.

The agency has applied the following practical expedients permitted by AASB 16 on transition:

- lease classification has been grandfathered. Where a contract did not contain a lease at 1 July 2019 under AASB 117 and Interpretation 4, these have not been reassessed;

Notes to the financial statements

For the year ended 30 June 2020

- application of a single discount rate to a portfolio of leases with reasonably similar characteristics
- application of onerous contract assessment before transition, in place of performing an impairment review
- leases with a remaining term of less than 12 months as at 1 July 2019 were expensed rather than recognised on the balance sheet
- exclusion of initial direct costs from the measurement of the right-of-use asset as at 1 July 2019
- application of hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

On adoption of AASB 16, the agency recognised additional right-of-use assets and lease liabilities for Government employee housing which had previously been classified as operating leases.

Impact on affected balances of adopting AASB 16 as at 1 July 2019 is as follows:

Balance sheet

	\$000
ASSETS	
Land	171
Property, plant and equipment	463
TOTAL ASSETS	634
LIABILITIES	
Borrowings and advances	(634)
TOTAL LIABILITIES	(634)
NET ASSETS	-

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	\$000
Minimum operating lease commitments as at 30 June 2019	432
Less: commitments relating to short-term leases	21
Less: commitments relating to leases of low-value assets	-
Add: lease payments relating to renewal periods and other adjustments not included in operating lease commitments as at 30 June 2019	-
Included in operating lease commitments as at 30 June 2019	305
Undiscounted lease payments	716
Less: effect of discounting using the incremental borrowing rate	(82)
Additional lease liabilities recognised at 1 July 2019	634
Add: commitments relating to leases previously classified as finance leases	-
Adjusted lease liabilities as at 1 July 2019	634



AASB 2016-8 Amendments to Australian accounting standards – Australian implementation guidance for not-for-profit entities (AASB 9 Financial instruments)

AASB 2016-8 is effective for the first time in 2019-20 and will require non-contractual receivables arising from statutory requirements to apply the initial recognition and measurement requirements of AASB 9. The requirements of AASB 2016-8 are largely consistent with existing recognition and measurement practices of the agency and is therefore not expected to have a material impact.

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

Standards and interpretations issued but not yet effective

No Australian accounting standards have been early adopted for 2019-20.

3. Reporting entity

The financial statements cover the agency as an individual reporting entity. Territory Families (the agency) is a Northern Territory Government agency established under the *Interpretation Act 1978* and Administrative Arrangements Order.

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

4. 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.

5. Comparatives

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

6. 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.

7. Changes in accounting policies

There have been no changes to accounting policies adopted in 2019-20 as a result of management decisions. Changes in policies relating to COVID-19 are disclosed in 11 below.

8. 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.

9. Goods and services tax

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

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

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

10. Contributions by and distributions to government

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

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

11. Impact of COVID-19

Territory Families' primary area of responsibility for the COVID-19 response in the period ended 30 June 2020 was to accommodate and provide welfare support to those in quarantine. This included management of the mandatory hotel quarantine measures for overseas and interstate arrivals as well as intrastate movement into and out of bio-security zones. Territory Families also provided additional support for domestic and family violence organisations to mitigate the impacts of COVID-19.

The total direct costs incurred for the COVID-19 response were \$7.8 million. \$1.6 million was received through the National Partnership Agreement on COVID-19 Response. In addition, management made a number of decisions as a result of COVID-19 which has impacted the 2019-20 financial statements, including the restriction of non-essential travel which resulted in reduced expenditure for some service delivery and training programs.



3. Comprehensive operating statement by output group

	Note	Children and Families		Community Engagement and Programs		Seniors, Pensioners and Carers		Corporate and Governance		Reform Management Office		Total	
		2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME													
Grants and subsidies revenue	4a												
Current		2217	165	-	131	-	-	-	-	-	-	2217	296
Capital		-	-	-	-	-	-	-	-	-	-	-	-
Appropriation	4b												
Output		226,931	236,770	3520	4203	30,628	38,849	31,238	16,264	723	6186	293,040	302,272
Commonwealth		10,795	23,567	-	-	-	-	-	-	-	-	10,795	23,567
Sales of goods and services	4c	41	45	1	-	1	-	3	3	-	-	46	48
Interest revenue		-	-	-	-	-	-	-	-	-	-	-	-
Goods and services received free of charge	5	-	-	-	-	-	-	23,868	9859	-	-	23,868	9859
Other income	4d	489	588	57	3	7	237	11	31	(5)	11	559	870
TOTAL INCOME		240,473	261,135	3578	4337	30,636	39,086	55,120	26,157	718	6197	330,525	336,912
EXPENSES													
Employee expenses		91,873	88,235	1500	1477	1965	2883	7199	11,534	1297	1155	103,834	105,284
Administrative expenses													
Property Management	6	5343	5196	10	12	25	33	96	118	7	5	5481	
Purchases of goods and services		94,267	47,098	308	304	515	748	1472	3392	152	193	96,714	51,735
Repairs and maintenance		-	4091	-	7	-	77	-	-	-	-	-	4175
Depreciation and amortisation	13	3682	3450	18	18	164	185	18	-	-	-	3882	3653
Other administrative expenses ¹		2302	(132)	60	-	138	72	23,879	9859	-	-	26,379	9,799
Grants and subsidies expenses													
Current		68,090	108,720	1452	1697	10,024	8723	35	5	3285	2529	82,886	121,674
Capital		50	3000	317	149	-	-	-	-	-	-	367	3149
Community service obligations		-	-	-	-	18,501	19,330	-	-	-	-	18,501	19,330
Interest expenses	7	8	-	-	-	-	-	-	-	-	-	8	-
TOTAL EXPENSES		265,615	259,658	3665	3664	31,332	32,051	32,699	24,908	4741	3882	338,052	324,163
NET SURPLUS/(DEFICIT)		(25,142)	1477	(87)	673	(696)	7035	22,421	1249	(4023)	2315	(7527)	12,749
OTHER COMPREHENSIVE INCOME													
Items that will not be reclassified to net surplus/deficit													
Changes in asset revaluation surplus		-	(1071)	-	-	-	-	-	-	-	-	-	(1071)
TOTAL OTHER COMPREHENSIVE INCOME		-	(1071)	-	-	-	-	-	-	-	-	-	(1071)
COMPREHENSIVE RESULT		(25,142)	406	(87)	673	(696)	7035	22,421	1249	(4023)	2315	(7527)	11,678

1. Includes DCIS service charges.

This comprehensive operating statement by output group is to be read in conjunction with the notes to the financial statements.

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.

4. Revenue

a) Grants and subsidies revenue

	2020	2019
	\$000	\$000
Current grants	2217	296
Capital grants	-	-
Total grants and subsidies revenue	2217	296

Grants revenue is recognised at fair value exclusive of the amount of GST. Until 30 June 2019, grant revenue and other non-reciprocal contributions were recognised as revenue when the agency obtains control over the asset comprising the contribution, which was normally obtained on receipt.

From 1 July 2019, where a grant agreement is enforceable and has sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or a third party beneficiary, the transaction is accounted for under AASB 15. In this case, revenue is initially deferred as a contract liability when received in advance and recognised as or when the performance obligations are satisfied. The agency has adopted a low value contract threshold of \$50,000 excluding GST and recognises revenue from contracts with a low value, upfront on receipt of income.

Funding of \$1.6 million received from the Department of Health as a contribution, (part of Commonwealth funding) was to deliver welfare and quarantine services in response to COVID-19 funding of \$0.6 million related to funding received from the Department of the Chief Minister for Territory Families to extend hours at Alice Springs Youth Drop-in Centre.

A financing component for consideration is only recognised if it is significant to the contract and the period between the transfer of goods and services and receipt of consideration is more than one year. For the 2019-20 reporting period, there were no adjustments for the effects of a significant financing component.

Where grant agreements do not meet the criteria above, it is accounted for under AASB 1058 and income is recognised on receipt of funding except for capital grants revenue received for the purchase or construction of non-financial assets to be controlled by the agency. Capital grants with enforceable contracts and sufficiently specific obligations are recognised as an unearned revenue liability when received and subsequently recognised progressively as revenue as or when the agency satisfies its obligations under the agreement. Where a non-financial asset is purchased, revenue is recognised at the point in time the asset is acquired and control transfers to the agency.

Grant revenue, passed on from a Northern Territory Government-controlled entity with the exception of the Central Holding Authority, is recognised upfront on receipt, irrespective of which revenue accounting standard it may fall under in accordance with the Treasurer's Direction on income.



b) Appropriation

	2020	2019
	\$000	\$000
Output	293,040	302,272
Commonwealth	10,795	23,567
Total appropriation	303,835	325,839

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the *Appropriation Act*. It does not include any allowance for major non-cash costs such as depreciation. The treatment of output appropriations remains the same after adopting AASB 15 and AASB 1058, because they do not have sufficiently specific performance obligations.

Commonwealth appropriation follows from the intergovernmental agreement on federal financial relations, resulting in specific purpose payments (SPPs) and national partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth appropriation. Until 30 June 2019, Commonwealth appropriation was recognised in the period when the agency gains control of the funds, which was on receipt of funding.

From 1 July 2019, where appropriation received has an enforceable contract with sufficiently specific performance obligations as defined in AASB 15, revenue is recognised as and when goods and or services are transferred to the customer or third party beneficiary. Otherwise revenue is recognised when the agency gains control of the funds, which is the case with the funding received from Commonwealth, breakdown as below:

- \$9.5 million funding received from the Commonwealth was in relation to National Partnership on Northern Territory Remote Aboriginal Investment (NTRAI) to improve Remote Women's Safe Houses and Remote Family Support Services.
- \$1.2 million relates to appropriation received from the Commonwealth in relation to the National Partnership Agreement on COVID-19 Domestic, Family and Sexual Violence responses to support access to emergency accommodation; counselling for people experiencing violence; outreach services including for remote communities in the Alice Springs and Barkly regions, delivery of men's behavior change and engagement of men in Darwin, Borroloola, Alice Springs and Barkly region; and to support community recovery in Nhulunbuy, Alice Springs and Barkly regions.

c) Sales of goods and services

	2020	2019
	\$000	\$000
Sales of goods and services	46	48
Total sales of goods and services	46	48

Notes to the financial statements

For the year ended 30 June 2020

Rendering of services

Until 30 June 2019, revenue from rendering services was recognised by reference to the stage of completion of the contract. From 1 July 2019, revenue from rendering of services is recognised when the agency satisfies the performance obligation by transferring the promised services. The revenue is mainly made up of reimbursements of costs and refunds received from clients. The agency typically satisfies its performance obligations when the services are provided to the clients and is commonly “at a point in time”.

d) Other income

	2020	2019
	\$000	\$000
Other income	559	870
Total other income	559	870

Other Income consists of reimbursements from other Northern Territory Government agencies, recoveries and Centrelink payments received on behalf of detainees. It does not include Goods and Services received from the Department of Corporate and Information Services and Department of Infrastructure, Planning and Logistics.

5. Goods and services received free of charge

	2020	2019
	\$000	\$000
Department of Corporate and Information Services	21,811	9859
Department of Infrastructure, Planning and Logistics	2057	-
	23,868	9859

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature. From 1 July 2019, repairs and maintenance expenses and associated employee costs were centralised under the Department of Infrastructure, Planning and Logistics as part of a machinery of government change and now forms part of goods and services free of charge of the agency.

In addition, from 1 July 2019, corporate services staff and functions were centralised under Department of Corporate and Information Services as part of a machinery of government change and now forms part of goods and services free of charge of the agency.



6. Purchases of goods and services

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

	2020	2019
	\$000	\$000
a) Goods and services expenses:		
Consultants ¹	183	484
Advertising ²	-	-
Marketing and promotion ³	277	542
Document production	270	322
Legal expenses ⁴	2374	2198
Recruitment ⁵	218	666
Training and study	1670	1898
Official duty fares ⁶	2022	2885
Travelling allowance ⁶	792	844
Information technology charges and communications ⁷	4804	6030
Motor vehicle expenses	2067	2295
Accommodation ⁶	998	1172
Standard Service Charges ⁸	75,589	25,408
Other operating expenses ⁹	5450	6991
	96,714	51,735

1 Includes marketing, promotion and IT consultants. Shiftwork Solutions provided advice on alternative rosters for the youth detention centres and Connected Self completed an evaluation of Youth Outreach and Reengagement Team.

2 Does not include recruitment, advertising or marketing and promotion advertising.

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

4 Includes legal fees, claim and settlement costs.

5 Includes recruitment-related advertising costs. In 2019 Territory Families conducted a comprehensive campaign to recruit personnel to redesign Youth Justice Officer's roles.

6 Staff travel predominately relates to the delivery of services to children and families across the Northern Territory. Travel expenses for children in care of the Chief Executive Officer (CEO) are recorded under Grant and Subsidies Expenses.

7 IT charges includes hardware, software, system support and connection charges and phone, satellite and radio communications.

8 Includes tendered services for Intensive Family Preservation Services, Bail Support and Residential Care.

9 Includes workers compensation premium for employees and insurance to cover foster carers and other expenses in relation to children in care.

Notes to the financial statements

For the year ended 30 June 2020

b) Repairs and maintenance expense

From 1 July 2019, repairs and maintenance expenses were centralised under the Department of Infrastructure, Planning and Logistics (DIPL) as part of machinery of government changes. The agency now recognises a notional repairs and maintenance expense under services received free of charge in Note 5.

7. Interest expense

	2020	2019
	\$000	\$000
Interest from lease liabilities ¹	8	-
Total	8	-

1 2020 interest expense relates to lease liabilities in accordance with AASB 16.

Additional information is provided in Note 14.



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

	Agency				Territory items			
	2020	No. of trans.	2019	No. of trans.	2020	No. of trans.	2019	No. of trans.
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Write-offs, postponements and waivers under the <i>Financial Management Act 1995</i>								
Represented by:								
<i>Amounts written off, postponed and waived by delegates</i>								
Irrecoverable amounts payable to the Territory or an agency written off	10	7	23	15	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	76	14	-	-	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
Total written off, postponed and waived by delegates	86	21	23	15	-	-	-	-
<i>Amounts written off, postponed and waived by the Treasurer</i>								
Write-offs, postponements and waivers due to COVID-19	-	-	-	-	-	-	-	-
Irrecoverable amounts payable to the Territory or an agency written off	-	-	96	1203	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-	-	-	-	-
Public property written off	-	-	1071	1	-	-	-	-
Waiver or postponement of right to receive or recover money or property	4	1	-	-	-	-	-	-
Total written off, postponed and waived by the Treasurer	4	1	1167	1204	-	-	-	-
Write-offs, postponements and waivers authorised under other legislation	90	22	1190	1219	-	-	-	-
<i>Gifts by Treasurer</i>	1787	5	-	-	-	-	-	-
Gifts authorised under other legislation	-	-	-	-	-	-	-	-
Ex gratia payments under the <i>Financial Management Act 1995</i>	-	-	-	-	-	-	-	-

9. Cash and deposits

	2020	2019
	\$000	\$000
Cash at bank	27,094	30,382
	27,094	30,382

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

10. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$27 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

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

	2020	2019
	\$000	\$000
Net surplus/deficit	(7527)	12,749
<i>Non-cash items:</i>		
Depreciation and amortisation	3883	3653
Asset write-offs/write-downs	471	-
Asset donations/gifts	1787	-
Repairs and Maintenance – Minor New Work Non Cash	-	940
Gain on lease extinguishments	(1)	-
<i>Changes in assets and liabilities:</i>		
Decrease/(increase) in receivables	(1351)	(161)
Decrease/(increase) in prepayments	(137)	(54)
(Decrease)/increase in payables	(1454)	1521
(Decrease)/increase in provision for employee benefits	761	496
(Decrease)/increase in other provisions	138	100
(Decrease)/increase in other deferred income	1000	-
Net cash from operating activities	(2430)	19,244

b) Reconciliation of liabilities arising from financing activities

2019-20

	Cash flows					Other	
	Recognised on AASB 16 adoption	Adjusted 1 July	Equity injections / Withdrawals	Lease liabilities repayments	Total cash flows	Other	Total other
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Deposits held	-	-	-	-	-	-	-
Borrowings	-	634	-	(198)	(198)	(227)	(227)
Equity injections / Withdrawals	-	-	(660)	-	(660)	9070	9070
Total	-	634	(660)	(198)	(858)	(8843)	(8843)
							8619

2018-19

	Cash flows					Other	
	Equity injections / Withdrawals	Finance lease	Total cash flows			Other	Total other
	1 July	1 July	1 July	Other	30 June	\$000	\$000
Deposits held	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-
Equity injections / Withdrawals	-	-	-	4193	4193	4193	4193
Total	-	-	-	4193	4193	4193	4193



c) Non-cash financing and investing activities

Lease transactions

During the financial year, the agency recorded right-of-use assets for the lease of Land and Building with an aggregate value of \$634k (2019: nil).

11. Receivables

	2020	2019
	\$000	\$000
Current		
Accounts receivable	478	476
Less: loss allowance	(445)	(359)
	33	117
GST receivables	3263	1568
Other receivables	16	276
	3279	1844
Total receivables	3312	1961

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

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

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

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

Credit risk exposure of receivables

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

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information.

In accordance with the provisions of the *Financial Management Act 1995*, receivables are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery includes a failure to make contractual payments for a period greater than 30 days past due.

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

Loss allowance for receivables

	2020				2019			
	Gross receivables	Loss rate	Expected credit losses	Net receivables	Gross receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Internal receivables								
Not overdue	-	-	-	-	50	-	-	50
Overdue for less than 30 days	-	-	-	-	-	-	-	-
Overdue for 30 to 60 days	-	-	-	-	3	-	-	3
Overdue for more than 60 days	-	-	-	-	-	-	-	-
Total internal receivables	-	-	-	-	53	-	-	53
External receivables								
Not overdue	24	40%	(10)	14	117	50%	(58)	59
Overdue for less than 30 days	26	40%	(10)	16	-	50%	-	-
Overdue for 31 to 60 days	14	90%	(13)	1	4	75%	(3)	1
Overdue for 61 to 90 days	16	90%	(14)	2	41	90%	(37)	4
Overdue for more than 90 days	398	100%	(398)	-	261	100%	(261)	-
Total external receivables	478	-	(445)	33	423	-	(359)	64

Total amounts disclosed exclude statutory amounts.



Reconciliation of loss allowance for receivables

	2020	2019
	\$000	\$000
External receivables		
Opening balance	359	539
Written off during the year	(14)	(47)
Increase/decrease in allowance recognised in profit or loss	100	(133)
Total external receivables	445	359

Prepayments

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

12. Other assets

a. Agency as a lessor

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.

From 1 July 2019, subleases are classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset. A sublease is an arrangement where the underlying asset is re-leased by a lessee (intermediate lessor) to another party, and the lease (head lease) between the head lessor and original lessee remains in effect.

Operating leases

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

The agency owns land and building that is leased to non-government organisation's under operating lease arrangements as peppercorn leases. The arrangement of the four properties is to provide services in accordance with the services contract and all ancillary residential uses required in order to provide the services. These properties are utilised for children in care under the CEO.



13. Property, plant and equipment

a) Total property, plant and equipment

	2020	2019
	\$000	\$000
Land		
At fair value	8482	8482
Leased Land		
At Capitalised Cost	171	-
Less: accumulated amortisation	(4)	-
	167	-
Buildings		
At fair value	94,930	90,935
Less: accumulated depreciation	(60,468)	(58,878)
	34,462	32,057
Leased Buildings		
At Capitalised Cost	236	-
Less: accumulated amortisation	(190)	-
	46	-
Plant and equipment		
At fair value	8460	7184
Less: accumulated depreciation	(3655)	(3099)
	4805	4085
Total Property, Plant and Equipment	47,962	44,624

Notes to the financial statements

For the year ended 30 June 2020

2020 Property, plant and equipment reconciliations

From 1 July 2019, property, plant and equipment includes right-of-use assets under AASB 16 Leases, effective from that date. Further information on right-of-use assets is disclosed in Note 14. A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2019-20 is set out below:

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2019	8482	32,057	4085	44,624
Recognition of right-of-use assets on initial adoption of AASB 16	171	463	-	634
Adjusted carrying amount as at 1 July 2019	8653	32,520	4085	45,258
Additions	-	6948	1728	8676
Additions of right-of-use assets	-	-	-	-
Disposals	-	(1787)	(76)	(1863)
Depreciation expense – asset owned	-	(2756)	(932)	(3688)
Amortisation expense – right-of-use asset	(4)	(190)	-	(194)
Revaluation increments/decrements	-	(227)	-	(227)
Carrying amount as at 30 June 2020	8649	34,508	4805	47,962

2019 Property, plant and equipment reconciliations

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

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Carrying amount as at 1 July 2018	8482	34,251	3313	46,046
Additions	-	1382	1887	3269
Disposals	-	(1071)	-	(1071)
Depreciation expense	-	(2505)	(1148)	(3653)
Other movements	-	-	33	33
Carrying amount as at 30 June 2019	8482	32,057	4085	44,624



b) Property, plant and equipment held and used by the agency

A reconciliation of the carrying amount of property, plant and equipment held and used by the agency at the beginning and end of 2019-20 is set out below:

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Balance at 1 July				
Gross carrying amount	8482	83,791	7185	99,458
Accumulated depreciation/amortisation	-	(57,032)	(3,100)	(60,132)
Carrying amount as at 1 July 2019	8482	26,759	4085	39,326
Reclassification	-	-	-	-
Recognition of right-of-use assets on initial adoption of AASB 16	171	463	-	634
Adjusted carrying amount as at 1 July 2019	8653	27,222	4085	39,960
Additions	-	6901	1728	8629
Additions of right-of-use assets	-	-	-	-
Disposals	-	(1787)	(76)	(1863)
Depreciation expense – asset owned	-	(2595)	(932)	(3527)
Amortisation expense – right-of-use asset	(4)	(190)	-	(194)
Revaluation increments/decrements	-	(227)	-	(227)
Carrying amount as at 30 June 2020	8649	29,324	4805	42,778

c) Property, plant and equipment where entity is lessor under operating leases

A reconciliation of the carrying amount of property, plant and equipment where agency is lessor under operating leases at the beginning and end of 2019-20 is set out below:

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Balance at 1 July				
Gross carrying amount	-	7144	-	7144
Accumulated depreciation/amortisation	-	(1846)	-	(1846)
Carrying amount as at 1 July 2019	-	5298	-	5298
Reclassification	-	-	-	-
Recognition of right-of-use assets on initial adoption of AASB 16	-	-	-	-
Adjusted carrying amount as at 1 July 2019	-	5298	-	5298
Additions	-	47	-	47
Additions of right-of-use assets	-	-	-	-
Disposals	-	-	-	-
Depreciation expense – asset owned	-	(161)	-	(161)
Amortisation expense – right-of-use asset	-	-	-	-
Carrying amount as at 30 June 2020	-	5184	-	5184

Notes to the financial statements

For the year ended 30 June 2020

Acquisitions

Property, plant and equipment are initially recognised at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other accounting standards.

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 separately depreciated over their expected useful lives.

Construction (work in progress)

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

Revaluations and impairment

Revaluation of assets

Subsequent to initial recognition, assets belonging to the following classes of non-current assets are revalued with sufficient regularity to ensure 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.

For right-of-use assets, the net present value of the remaining lease payments is often an appropriate proxy for the fair value of relevant right-of-use assets at the time of initial recognition. Subsequently, right-of-use assets are stated at cost less amortisation, which is deemed to equate to fair value.

For right-of-use assets under leases that have significantly below-market terms and conditions principally to enable the agency to further its objectives, the agency has elected to measure the asset at cost. These right-of-use assets are not subject to revaluation.

The latest revaluations as at 30 June 2018 were independently conducted. The valuer was Colliers International (NT) Pty Ltd. Refer to Note 21: Fair value for additional disclosures.



Impairment of assets

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

Non-current physical and intangible agency assets are assessed for indicators of impairment on an annual basis or whenever there is indication of impairment. If an indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

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

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 20 provides additional information in relation to the asset revaluation reserve.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2020. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

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

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

	2020	2019
Buildings	50 years	50 years
Plant and equipment	1 - 15 years	1 - 15 years
Right-of-use assets ¹	1 - 40 years	n/a

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

¹ Further information on right-of-use assets is disclosed in Note 16.

14. Agency as a lessee

The agency leases are for Government Employee Housing (GEH) for a fixed period of 2 years in Borroloola and remote land for 40 years Galiwin'ku. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants. The agency does not provide residual value guarantees in relation to leases.

The agency has elected to recognise payments for short-term leases and low-value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less with no purchase option. Low-value assets are assets with a fair value of \$10,000 or less.

Right-of-use asset

The following table presents right-of-use assets included in the carrying amounts of property, plant and equipment at Note 13.

	Land	Buildings	Plant and equipment	Total
	\$000	\$000	\$000	\$000
Balance as at 1 July 2019	171	463	-	634
Additions	-	-	-	-
Disposals	-	-	-	-
Amortisation expense	(4)	(190)	-	(194)
Revaluation increments/decrements including remeasurement		(227)	-	(227)
Impairment losses	-	-	-	-
Impairment losses reversed	-	-	-	-
Other movements	-	-	-	-
Carrying amount as at 30 June 2020	167	46	-	213

The following amounts were recognised in the comprehensive operating statement for the year ended 30 June 2020 in respect of leases where the agency is the lessee:

	\$000
Amortisation expense of right-of-use assets	194
Interest expense on lease liabilities	8
Expense relating to short-term leases and low-value assets	21
Total amount recognised in the comprehensive operating statement	223



Recognition and measurement (under AASB 16 from 1 July 2019)

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

The agency recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

The agency recognises right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land 1 to 40 years

Building 1 to 2 years

If ownership of the leased asset transfers to the agency at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are subsequently measured at fair value which approximates costs except for those arising from leases that have significantly below-market terms and conditions principally to enable the agency to further its objectives and are also subject to impairment.

The right-of-use assets are subject to remeasurement principles consistent with the lease liability including indexation and market rent review that approximates fair value and only revalued where a trigger or event may indicate their carrying amount does not equal fair value.

Inter-governmental leases

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

Recognition and measurement (under AASB 117 until 30 June 2019)

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 are capitalised and recorded under property, plant and equipment. A lease asset and a 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.

Repayments of principal reduce lease liabilities. The interest components of the lease payments are expensed.

Operating lease payments are recognised as an operating expense in the comprehensive operating statement on a straight-line basis over the lease term.

15. Payables

	2020	2019
	\$000	\$000
Accounts payable	851	2767
Accrued expenses	12,084	12,894
Other payables	1272	-
Total payables	14,207	15,661

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 20 days.

16. Borrowings and advances

	2020	2019
	\$000	\$000
Current		
Lease liabilities	26	-
	26	
Non current		
Lease liabilities	183	-
	183	
Total borrowings and advances	209	-

Borrowings and advances are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, these are measured at amortised cost using the effective interest method.

Lease liabilities

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

- fixed payments (including in substance fixed payments) less any lease incentives receivable
- variable lease payments that depend on an index or a rate
- amounts expected to be paid under residual value guarantees
- exercise price of a purchase options reasonably certain to be exercised by the entity
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Notes to the financial statements

For the year ended 30 June 2020

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

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

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

Lease liabilities are determined in accordance with AASB 117 until 30 June 2019. From 1 July 2019, lease liabilities are determined in accordance with AASB 16.

The following table presents liabilities under leases for 2019-20.

	\$000
Balance at 1 July 2019	-
Recognition of lease liabilities on initial adoption of AASB 16	(634)
Adjusted balance at 1 July 2019	(634)
Additions/remeasurements	(228)
Interest expenses	9
Payments	(206)
Balance at 30 June 2020	(209)

The agency had total cash outflows for leases of \$0.198M in 2019-20.

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

	2020		2019	
	Internal	External	Internal	External
	\$000	\$000	\$000	\$000
Within one year	-	34	-	216
Later than one year and not later than five years	-	1	-	216
Later than five years	-	-	-	-
	-	35	-	432

17. Provisions

	2020	2019
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	9231	8438
Leave loading	1352	1388
Other employee benefits	16	12
<i>Other current provisions</i>		
Fringe Benefits	93	95
Payroll tax – on cost	667	606
Employee Super Contributions – on cost	786	706
Total provisions	12,145	11,245

The Agency employed 817 FTE employees as at 30 June 2020 (896 FTE as at 30 June 2019).

Employee benefits

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

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

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

- wages and salaries, non-monetary benefits, recreation leave and other leave entitlements
- 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 therefore no long service leave liability is recognised in agency financial statements.

Superannuation

Employees' superannuation entitlements are provided through the:

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

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



18. Other liabilities

	2020	2019
	\$000	\$000
Current		
Unearned contract revenue	1000	-
	1000	-
Non-current		
Unearned contract revenue	-	-
	-	-
Total other liabilities	1000	-

Unearned contract revenue

Unearned contract revenue relates to consideration received in advance from the Department of Social Services to support the work of the Tripartite Forum, including its secretariat functions administered by the Reform Management Office (RMO) and the development of a 10 year Generational Strategy for Children and Families in the Northern Territory in 2020-21. Unearned contract revenue balances as at 30 June 2020 is \$1 million (balance at 1 July 2019 was \$ nil).

The agency anticipates to recognise as revenue, any liabilities for unsatisfied obligations as at the end of the reporting period in accordance with the time bands below:

	2020
	\$000
Not later than one year	1000
Later than one year and not later than five years	-
Later than five years	-
Total	1000

19. Commitments

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured. Following the adoption of AASB 16 Leases, operating lease commitments as reported in 2019, satisfying eligibility criteria, have now been recognised as a lease liability on the balance sheet and in Note 16.

A significant portion are grant agreements for services to be paid in the future. In 2019 Territory Families implemented a five-year grant funding framework which impacts the balance of commitments recorded.

Disclosures in relation to capital and other commitments are detailed below

	2020		2019	
	Internal	External	Internal	External
	\$000	\$000	\$000	\$000
(i) Other expenditure commitments				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year	-	39,830	-	32,386
Later than one year and not later than five years	-	66,908	-	55,605
Later than five years	-	-	-	-
	-	106,738	-	87,991

20. Reserves

Asset revaluation surplus

(i) Nature and purpose of the asset revaluation surplus

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

	Land		Buildings		Total	
	2020	2019	2020	2019	2020	2019
	\$000	\$000	\$000	\$000		
(ii) Movements in the asset revaluation surplus						
Balance as at 1 July	4052	4052	22,686	23,757	26,738	27,809
Changes in accounting policies	-	-	-	-	-	-
Correction of prior period errors	-	-	-	-	-	-
Increment/decrement	-	-	-	-	-	-
Impairment (losses)/reversals	-	-	-	(1071)	-	(1071)
Transfers to accumulated funds	-	-	-	-	-	-
Balance as at 30 June	4052	4052	22,686	22,686	26,738	26,738



21. Fair value measurement

- Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.
- Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.
- When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.
- Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.
- Unobservable inputs are data, assumptions and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.
- All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:
 - Level 1 – inputs are quoted prices in active markets for identical assets or liabilities
 - Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
 - 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.

a) Fair value hierarchy

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

Notes to the financial statements

For the year ended 30 June 2020

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

	Level 1		Level 2		Level 3		Total fair value	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Assets								
Land ¹ (Note 13)	-	-	8482	8482	167	-	8649	8482
Buildings ¹ (Note 13)	-	-	1438	1489	33,070	30,568	34,508	32,057
Plant & Equipment ¹ (Note 13)	-	-	-	-	4805	4085	4805	4085
Total assets	-	-	9920	9971	38,042	34,653	47,962	44,624

There were no transfers between Level 1 and Levels 2 or 3 during 2019-20.

1 From 1 July 2019, property, plant and equipment includes right-of-use assets under AASB 16 Leases.

b) Valuation techniques and inputs

Valuation techniques used to measure fair value in 2019-20 are:

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

There were no changes in valuation techniques from 2018-19 to 2019-20.

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 and infrastructure were determined by computing their current replacement costs because an active market does not exist for such facilities. The current 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 of non financial assets

	Land	Buildings	Plant and equipment
	\$000	\$000	\$000
2019-20			
Fair value as at 1 July 2019	-	30,568	4085
Recognition of right-of-use asset on initial application of AASB 16	171	463	-
Adjusted fair value as at 1 July 2019	171	31,031	4085
Additions	-	6948	1727
Disposals	-	(1787)	(76)
Depreciation	-	(2705)	(932)
Amortisation	(4)	(190)	-
Revaluation increments / decrements	-	(227)	-
Fair value as at 30 June 2020	167	33,069	4805
2018-19			
Fair value as at 1 July 2018	-	32,711	3313
Additions	-	1381	1920
Disposals	-	(1071)	-
Depreciation	-	(2453)	(1148)
Fair value as at 30 June 2019	-	30,568	4085

(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.

22. 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.

Notes to the financial statements

For the year ended 30 June 2020

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

a) Categories of financial instruments

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

	Fair value through profit or loss			Fair value through other comprehensive income	
	Mandatorily at fair value	Designated at fair value	Amortised cost		Total
	\$000	\$000	\$000	\$000	\$000
2019-20					
Cash and deposits	-	-	27,094	-	27,094
Receivables ¹	-	-	478	-	478
Other Receivables	-	-	7	-	7
Total financial assets	-	-	27,579	-	27,579
Payables ¹	-	-	14,207	-	14,207
Lease Liability	-	-	209	-	209
Total financial liabilities	-	-	14,416	-	14,416
2018-19					
Cash and deposits	-	-	30,382	-	30,382
Receivables ¹	-	-	476	-	476
Other Receivables	-	-	276	-	276
Total financial assets	-	-	31,134	-	31,134
Payables ¹	-	-	15,661	-	15,661
Total financial liabilities	-	-	15,661	-	15,661

1. Total amounts disclosed here exclude statutory amounts and accrued contract revenue



Categories of financial instruments

The agency's financial instruments are classified in accordance with AASB 9.

Financial assets are classified under the following categories:

- amortised cost
- fair value through other comprehensive income
- fair value through profit or loss.

Financial liabilities are classified under the following categories:

- amortised cost
- fair value through profit or loss.

These classification are based on the agency's business model for managing the financial assets and the contractual terms of the cash flows. Where assets are measured at fair value, gains and losses will either be recorded in profit or loss, or other comprehensive income.

Financial instruments are reclassified when and only when the agency's business model for managing those assets changes.

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

Financial assets at amortised cost

Financial assets are classified at amortised cost when they are held by the agency to collect the contractual cash flows and the contractual cash flows are solely payments of principal and interest.

These assets are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment. The agency's financial assets categorised at amortised cost include receivables, advances paid, leases receivables, term deposits and certain debt securities.

b) Credit risk

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

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

Credit risk relating to receivables is disclosed in Note 11.

c) Liquidity risk

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

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

Notes to the financial statements

For the year ended 30 June 2020

2020 Maturity analysis for financial liabilities

	Carrying amount	Less than year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
Liabilities					
Payables	14,207	14,207	-	-	14,207
Lease liabilities	209	26	183	-	209
Total financial liabilities	14,416	14,233	183	-	14,416

2019 Maturity analysis for financial liabilities

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

d) Market risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest 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 the agency does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.



23. Related parties

i) Related parties

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

- the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- close family members of the portfolio minister or KMP including spouses, children and dependants
- 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 the 21 members of the executive team of Territory Families as listed in Part One of the Annual Report.

iii) Remuneration of key management personnel

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

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

	2019-20	2018-19
	\$000	\$000
Short-term benefits	4178	4278
Post-employment benefits	378	392
Long-term benefits	-	-
Termination benefits	-	-
Total	4556	4670

iv) Related party transactions:

Transactions with Northern Territory Government-controlled entities

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

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

Notes to the financial statements

For the year ended 30 June 2020

2020

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
All NTG Government departments	26,179	55,363	8	1
Associates	-	-	-	-
Subsidiaries	-	-	-	-

2019

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

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

- Payments to Power and Water Corporation (\$6 million) and Jacana Energy (\$12.4 million) for community service obligations for Northern Territory Concession and Seniors Recognition schemes.
- Payments to the Department of Corporate and Information Services for the central billing for computers, multifunction devices and lease property management (\$6.1 million) and revenue and expense for services received free of charge (\$21.8 million).
- Payments to the Department of Infrastructure, Planning and Logistics (DIPL) revenue and expense for services received free of charge (\$2 million).
- Payments to the Northern Territory Fleet for the management of fleet vehicles (\$1.6 million).

Notes to the financial statements

For the year ended 30 June 2020

Other related party transactions are as follows:

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

2020

Transaction type	Transaction value for year ended 30 June 2020	Net receivable/ (payable) as at 30 June 2020	Commitments as at 30 June 2020
	\$000	\$000	\$000
Grants	607	-	-

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

2019

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

24. Contingent liabilities and contingent assets

a) Contingent liabilities

Territory Families had no contingent liabilities warranting disclosure as at 30 June 2020 or 30 June 2019.

b) Contingent assets

Territory Families had no contingent assets warranting disclosure as at 30 June 2020 or 30 June 2019.

25. Events subsequent to balance date

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

26. Budgetary information

Comprehensive operating statement	2019-20 Actual	2019-20 Original Budget	Variance	Note
	\$000	\$000	\$000	
INCOME				
Grants and subsidies revenue				
Current	2217	-	2217	a)
Capital	-	-	-	
Appropriation				
Output	293,040	306,477	(13,437)	b)
Commonwealth	10,795	9580	1215	c)
Sales of goods and services	46	34	12	
Interest revenue	-	-	-	
Goods and services received free of charge	23,868	10,964	12,904	d)
Other income	559	167	392	e)
TOTAL INCOME	330,525	327,222	3303	
EXPENSES				
Employee expenses	103,834	100,435	3399	f)
Administrative expenses				
Purchases of goods and services	102,195	94,577	7618	g)
Repairs and maintenance	-	1357	(1357)	h)
Depreciation and amortisation	3882	2889	993	i)
Goods and services received free of charge	23,868	9,580	14,288	j)
Other administrative expenses	2511	1384	1127	k)
Grants and subsidies expenses				
Current	82,886	105,671	(22,785)	l)
Capital	367	2304	(1937)	m)
Community service obligations	18,501	16,435	2066	n)
Interest expenses	8	-	8	
TOTAL EXPENSES	338,052	334,632	3420	
NET SURPLUS/(DEFICIT)	(7527)	(7410)	(117)	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in accounting policies	-	-	-	
Correction of prior period errors	-	-	-	
Changes in asset revaluation surplus	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	(7527)	(7410)	(117)	

Notes to the financial statements

For the year ended 30 June 2020

Notes:

The following note descriptions related to variance greater than 10 percent or where multiple significant variances have occurred.

- a) Variances related to grants received from the Department of Health under the National Partnership Agreement for COVID-19 Response to offset costs of welfare and quarantine services, and the Department of the Chief Minister contribution for the Alice Springs Youth Drop-in Centres.
- b) Output Appropriation reduced by \$13.4 million due to machinery of government changes which saw the transfer of ICT, Human Resources, Records Management, Performance and Data Management; and Corporate Services (Fleet) functions to the Department of Corporate and Information Services and the infrastructure function to the Department of Infrastructure, Planning and Logistics.
- c) Relates to revenue received from the Commonwealth under the National Partnership Agreement on COVID-19 Domestic Violence and Family Violence Responses.
- d) Additional goods and services received free of charge increased due to the machinery of government changes.
- e) Increase in other income relates to reimbursements of utilities costs from agencies sharing Territory Families accommodation and a contribution from the Department of Health for a young adult with a disability.
- f) Employee expenses increase relates to additional staffing required for COVID-19 response and overspends for staffing in youth detention centres.
- g) Purchase of Goods and Services increases relates to a reclassification of expenses from Grants and Subsidies as agreements move to contract arrangements.
- h) Repairs and maintenance variance relates to the machinery of government changes transferring this function to the Department of Infrastructure, Planning and Logistics.
- i) Depreciation and amortisation increases relates to the capitalisation of building improvements and subsequent building asset values.
- j) Goods and services received free of charge was above budget due to machinery of government changes.
- k) Other administrative expenses increases due the gifting of the former Loves Creek boot camp assets and the gifting of former men safe places to Aboriginal organisations.
- l) Variance in current grants and subsidies is partially due to the reclassification to purchase of goods and service (refer to g) above), and underspends in grant programs impacted by COVID-19 which offset other COVID-19 expenditure.
- m) Variance is due to delays in the establishment of Children and Family Centres.
- n) Community Service Obligation (CSO) variance was related to a budget publication error which disclosed \$2.6 million in grants and subsidies expenses which was later adjusted back to CSO.

Notes to the financial statements
For the year ended 30 June 2020

Balance Sheet	2019-20 Actual	2019-20 Original Budget	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	27,094	16,526	10,568	a)
Receivables	3312	2159	1153	b)
Prepayments	327	135	192	c)
Total current assets	30,733	18,820	11,913	
Non-current assets				
Property, plant and equipment	47,962	44,623	3339	
Total non-current assets	47,962	44,623	3339	
TOTAL ASSETS	78,695	63,443	15,252	
LIABILITIES				
Current liabilities				
Payables	14,207	14,138	69	
Borrowings and advances	26	-	26	d)
Provisions	12,145	10,650	1495	e)
Other liabilities	1000	-	1000	f)
Total current liabilities	27,378	24,788	2590	
Non-current liabilities				
Borrowings and advances	183	-	183	d)
Total non-current liabilities	183	-	183	
TOTAL LIABILITIES	27,561	24,788	2773	
NET ASSETS	51,134	38,655	12,479	
EQUITY				
Capital	70,328	63,123	7205	g)
Asset Revaluation Reserves	26,738	27,809	(1071)	
Accumulated funds	(45,932)	(52,277)	6345	
TOTAL EQUITY	51,134	38,655	12,479	

Notes to the financial statements

For the year ended 30 June 2020

Notes:

The following note descriptions related to variance greater than 10 percent or where multiple significant variances have occurred.

- a) Variance relates to additional funding provided throughout the year in contracts as well as cash related expenditure underspends.
- b) Variance relates to higher than anticipated GST receivable.
- c) Variance relates to salary advances.
- d) Variance relates to the impact of adoption of new accounting standard AASB 16 Leases.
- e) Variance in recreational leave liabilities due to additional agency staff.
- f) Variance relates to the impact of the adoption of the new accounting standard AASB 15 Revenue.
- g) Variance relates to property, plant and equipment transfer in from DIPL.



Notes to the financial statements
For the year ended 30 June 2020

Cash flow statement	2019-20 Actual	2019-20 Original Budget	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Taxes received				
Grants and subsidies received				
Current	2217	-	2217	a)
Capital	-	-	-	
Appropriation				
Output	293,040	306,477	(13,437)	b)
Commonwealth	10,795	9580	1215	c)
Receipts from sales of goods and services	13,835	201	13,634	d)
Interest received	-	-	-	
Total operating receipts	319,887	316,258	3629	
Operating payments				
Payments to employees	(102,710)	(100,435)	(2275)	
Payments for goods and services	(119,118)	(95,934)	(23,184)	e)
Grants and subsidies paid				
Current	(82,026)	(105,671)	23,645	f)
Capital	(367)	(2304)	1937	g)
Community service obligations	(18,088)	(16,435)	(1653)	h)
Interest paid	(8)		(8)	
Total operating payments	(322,317)	(320,779)	(1538)	
Net cash from/(used in) operating activities	(2430)	(4521)	2091	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from asset sales	-	-	-	
Repayment of advances	-	-	-	
Total investing receipts	-	-	-	
Investing payments				
Purchases of assets	-	-	-	
Total investing payments	-	-	-	
Net cash from/(used in) investing activities	-	-	-	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Equity injections				
Other equity injections	14	-	14	
Total financing receipts	14	-	14	
Financing payments				
Finance lease payments	(198)	-	(198)	
Equity withdrawals	(674)	-	(674)	
Total financing payments	(872)	-	(872)	
Net cash from/(used in) financing activities	(858)	-	(858)	
Net increase/(decrease) in cash held	(3288)	(4521)	1233	
Cash at beginning of financial year	30,382	21,047		
CASH AT END OF FINANCIAL YEAR	27,094	16,526		

Notes to the financial statements

For the year ended 30 June 2020

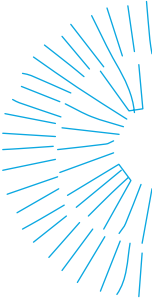
Notes:

The following note descriptions related to variance greater than 10 percent or where multiple significant variances have occurred.

- a) Variances related to grants received from the Department of Health under the National Partnership Agreement for COVID-19 Response to offset costs of welfare and quarantine services, and the Department of the Chief Minister contribution for the Alice Springs Youth Drop-in Centres.
- b) Output Appropriation reduced by \$13.4 million due to machinery of government changes which saw the transfer of ICT, Human Resources, Records Management, Performance and Data Management; and Corporate Services (Fleet) functions to the Department of Corporate and Information Services and the infrastructure function to the Department of Infrastructure, Planning and Logistics.
- c) Relates to revenue received from the Commonwealth under the National Partnership Agreement on COVID-19 Domestic Violence and Family Violence Responses.
- d) Predominantly associated with unbudgeted GST receipts of \$12.1 million.
- e) Payment of Goods and Services increases relates to a reclassification of expenses from Grants and Subsidies as agreements move to contract arrangements.
- f) Variance in current grants and subsidies is partially due to the reclassification to purchase of goods and service (refer to e) above), and underspends in grant programs impacted by COVID-19 which offset other COVID-19 expenditure.
- g) Variance is due to delays in the establishment of Children and Family Centres.
- h) Community Service Obligation (CSO) variance was related to a budget publication error which disclosed \$2.6 million in grants and subsidies expenses which was later adjusted back to CSO.

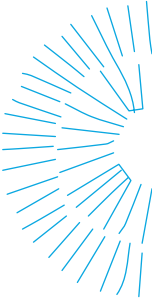
Appendix: Funding to external partners

External Service Provider	Amount
8CCC COMMUNITY RADIO INC	1500
ABH INVESTMENTS PTY LTD	2073
ABORIGINAL HOSTELS LTD (DARWIN)	924
ABORIGINAL MEDICAL SERVICES ALLIANCE OF THE NT INC	49,000
ADJUMARLLARL ABORIGINAL CORPORATION	85,000
AFFINITY EDUCATION GROUP LIMITED	45,361
ALICE LANKAN LANGUAGE SCHOOL	6700
ALICE SPRINGS FAMILY DAY CARE INC	21,155
ALICE SPRINGS MALAYALEE ASSOCIATION INC.	8000
ALICE SPRINGS TOWN COUNCIL	292,526
ALICE SPRINGS WOMEN'S SHELTER	4,149,408
ALICE SPRINGS YOUTH ACCOMMODATION & SUPPORT SERVICES INC	208,795
ALLIANCE FRANCAISE DE DARWIN	4000
ALYANGULA DAYCARE INCORPORATED	685
ANGLICARE NT	9,207,648
ANGLICARE SA INCORPORATED	3564
ANYINGINYI HEALTH ABORIGINAL CORPORATION	2000
ARDS ABORIGINAL CORPORATION	99,196
ARNHEM EARLY LEARNING CENTRE	10,821
ASSOCIATION OF INDEPENDENT RETIREES DARWIN	6064
AUSTRALIA CHINA FRIENDSHIP SOCIETY NT BRANCH	7800
AUSTRALIAN CHILDHOOD FOUNDATION	1,483,336
AUSTRALIAN JAPANESE ASSOCIATION OF THE NT	4500
AUSTRALIAN RED CROSS	407,542
AUSTRALIA'S NATIONAL RESEARCH ORGANISATION FOR WOMEN'S SAFETY	93,047
AWARDS AUSTRALIA	11,655
BACKTRACK YOUTH WORKS	262,806
BAKER HEART & DIABETES INSTITUTE	4996
BAKEWELL PRIMARY SCHOOL	8213
BALANCED CHOICE PROGRAM PTY LTD	143,925
BALUNU FOUNDATION LTD	51,000
BANGLADESH ASSOCIATION OF NORTHERN TERRITORY INCORPORATED	2500
BANIYALA GARRANGALI ABORIGINAL CORP	1000
BARKLY REGION ALCOHOL & DRUG ABUSE ADVISORY GROUP INC	55,000
BARKLY REGIONAL COUNCIL	910,725
BASKETBALL NT INC	25,682
BATCHELOR AREA SCHOOL	600



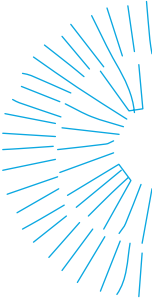
External Service Provider	Amount
BERRY SPRINGS SCHOOL COUNCIL	3859
BETTER BODIES INC	8800
BIG FAT PRODUCTIONS	111,373
BILL ROBERTSON OPTOMETRISTS PTY LTD	36,917
BLUE EAGLE MUAY TAI TRAINING AND FITNESS	40,000
BLUEARTH FOUNDATION	17,954
BRADSHAW PRIMARY SCHOOL COUNCIL	650
BUDDHIST SOCIETY OF THE NT INC	24,000
CAMP AUSTRALIA PROPRIETARY LIMITED	20,535
CARERS NT	2000
CARPENTARIA DISABILITY SERVICES LIMITED	8682
CASSE AUSTRALIA LIMITED	340,835
CASUARINA CHILDCARE CENTRE INC	14,100
CATHOLIC CHURCH OF THE DIOCESE OF DARWIN	50,000
CATHOLICCARE NT	4,276,660
CENTRAL AUSTRALIA SIKH CULTURAL CENTRE INC	9000
CENTRAL AUSTRALIAN ABORIGINAL CONGRESS	1,247,161
CENTRAL AUSTRALIAN AVIATION MUSEUM INC	1400
CENTRAL AUSTRALIAN WOMENS LEGAL SERVICE INC	9000
CENTRAL CRAFT	15,240
CENTRE BUSH BUS	436
CENTRO ITALIANO ASSISTENZA SCOLASTICA	21,000
CHARLES DARWIN UNIVERSITY FOUNDATION	190,400
CHELSEA'S DISABILITY & FAMILYCARE AGENCY	665,706
CITY OF PALMERSTON	195,188
CLEVE RURAL CARE SERVICE	3981
CLUBHOUSE TERRITORY INC	1957
COMFORT ADENIJI	570
COMMUNITY STAFFING SOLUTIONS AUSTRALIA PTY LTD	6,298,481
CONGOLESE COMMUNITY IN NT INC	1000
COOMALIE COMMUNITY GOVERNMENT COUNCIL	31,920
CORRUGATED IRON YOUTH ARTS	31,040
COUNCIL FOR ABORIGINAL ALCOHOL PROGRAM SERVICES INC	300,000
COUNCIL OF THE AGEING NT	552,324
CREATE FOUNDATION	718,639
CREATIVE ACCOMPLICE PTY LTD	12,977
CREATIVE KIDS CHILDCARE HOWARD SPRINGS	5910
CRISIS ACCOMODATION GOVE INC	588,106
CROSS CULTURAL CONSULTANTS INTERNATIONAL PTY LTD	1664
CROSS-CULTURAL ASSOCIATION FOR WOMEN AND FAMILIES INCORPORATED	1500
CYPRUS COMMUNITY OF THE NT INC	25,000

External Service Provider	Amount
DANILA DILBA HEALTH SERVICE	922,500
DARLS ART	11,000
DARWIN ABORIGINAL & ISLANDER WOMENS SHELTER	1,886,523
DARWIN AYYAPPA SEVA SANGAM INCORPORATED	1500
DARWIN BALI COMMUNITY	800
DARWIN BOWLS AND SOCIAL CLUB .INC	1200
DARWIN CITY COUNCIL	886,719
DARWIN COMMUNITY ARTS INCORPORATED	26,500
DARWIN COMMUNITY LEGAL SERVICE INC	150,000
DARWIN FAMILY DAY CARE INC	10,382,565
DARWIN HIGH SCHOOL	700
DARWIN HORSE AND CARRIAGE (MARC GALLAGHER)	65,000
DARWIN INDOOR BEACH VOLLEYBALL	8254
DARWIN MALAYALEE ASSOCIATION INC	7600
DARWIN MALAYALEE FORUM INC	4500
DARWIN MIDDLE SCHOOL	2550
DARWIN PRIDE	5000
DARWIN TABLE TENNIS ASSOCIATION INC.	1000
DARWIN TOY LIBRARY INC	146,668
DARWIN WATERFRONT CORPORATION	800
DAWN HOUSE INC	1,618,483
DEMOCRACY DASH	2000
DESERT KNOWLEDGE AUSTRALIA	149,886
DREAM CALISTHENICS DANCE CLUB INC	1040
DREAM IMPACT INSPIRE	3500
EAST ARNHAM REGIONAL COUNCIL	331,992
EDITH'S FAMILY DAY CARE	2505
EYEWISE OPTOMETRISTS PTY LTD	19,762
FAMILY PLANNING WELFARE ASSOCIATION OF NT	4000
FANNIE BAY HISTORY AND HERITAGE SOCIETY	1500
FEDERAL NETBALL CLUB	1400
FEL CHILD CARE CENTRES 1 PTY LTD	2657
FIJI ASSOCIATION OF THE NT	10,300
FILIPINIANA SENIOR CITIZEN'S .ASSOCIATION INC	10,000
FILIPINO AUSTRALIAN ASSOCIATION OF THE NT	126,800
FIRST STEP DEVELOPMENT ENTERPRISES PTY LTD	1,119,814
FLIGHT CENTRE - VARIOUS LOCATIONS	540,349
FOOTBALL FEDERATION NORTHERN TERRITORY	1657
FORREST PR	5000
FOSTER AND KINSHIP CARERS NT	892,446
FREEDOM LEVERAGE ONLINE	4000



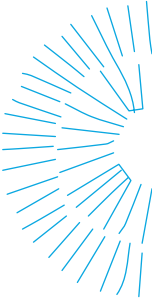
External Service Provider	Amount
FRIENDS OF THE TAMINMIN LIBRARY	1500
FRYSIGNS	2480
FUAMATU BOXING CLUB	2000
G4S CUSTODIAL SERVICES PTY LTD	30,992
GALIWIN'KU WOMEN'S SPACE	398,200
GENEALOGICAL SOCIETY OF THE NORTHERN TERRITORY INCORPORATED	525
GET SET N GO TRAVEL	10,794
GIRLS ACADEMY	5000
GOODSTART CHILDCARE LIMITED	618
GOODSTART EARLY LEARNING LTD	17,368
GOVE JUNIOR FOOTBALL CLUB INC	1500
GOVE TOY LIBRARY INC	20,128
GRAY SCHOOL COUNCIL INC	256,671
GREAT START EARLY LEARNING CENTRES	2225
GREEK ORTHODOX COMMUNITY OF NORTH AUSTRALIA INC	65,500
GREYHOUND AUSTRALIA	255
GROOTE EYLANDT AND MILYAKBURRA YOUTH DEVELOPMENT UNIT INC	48,801
GUJARATI CULTURAL ASSOCIATION OF DARWIN INCORPORATED	4500
GUNBALANYA COMMUNITY EDUCATION CENTRE	209,362
GURINDJI ABORIGINAL CORPORATION	200,000
HANNAH'S FAMILY DAY CARE	880
HEARTKIDS LIMITED	1615
HELEN SUMMERS OPTOMETRIST	38,669
HELLOWORLD TRAVEL - VARIOUS LOCATIONS	131,155
HENBURY SCHOOL COUNCIL	2432
HIGH PERFORMANCE TRAINING	4800
HINDU SOCIETY OF CENTRAL AUSTRALIA (INC)	2850
HINDU SOCIETY OF THE NT INC	17,000
HOLY SPIRIT CATHOLIC PRIMARY SCHOOL	4119
HOOPS 4 HEALTH PTY LTD	27,500
HOT GAME MAGNET	6150
HUMPTY DOO COMMUNITY & CHILDCARE CENTRE INC	11,501
HUMPTY DOO GOLF CLUB	1400
INDIAN CULTURAL SOCIETY INC	56,500
INDIVIDUAL EMPOWERMENT NETWORK P/L	7,912,169
INTEGRATED DISABILITY ACTION INC	1200
INTEGRATED FAMILY AND YOUTH SERVICE	159,657
IRONBARK ABORIGINAL CORPORATION	2000
ISLAMIC SOCIETY OF DARWIN	45,099
JACANA ENERGY	12,798,804
JARDIMBA BAYAMUKU	282,380

External Service Provider	Amount
JAWOYN ASSOCIATION ABORIGINAL CORPORATION CENTRALISED	5000
JESUIT SOCIAL SERVICES LIMITED	565,048
JFC DARWIN PTY LTD	2200
JULALIKARI COUNCIL ABORIGINAL CORP	220,000
KALANO COMMUNITY ASSOCIATION INC	1,529,091
KATHERINE CASTLES	8,250
KATHERINE HIGH SCHOOL	500
KATHERINE HORSE AND PONY CLUB	2000
KATHERINE ISOLATED CHILDRENS SERVICE INC	7200
KATHERINE NETBALL ASSOCIATION	2000
KATHERINE OUTBACK EXPERIENCE PTY LTD	11,090
KATHERINE REGIONAL ARTS INC	59,443
KATHERINE REGIONAL CULTURAL PRECINT	35,400
KATHERINE SENIOR CITIZENS ASSOCIATION INC	1790
KATHERINE TOWN COUNCIL	158,606
KATHERINE WOMENS CRISIS CENTRE INC	1,562,499
KEEP AUSTRALIA BEAUTIFUL COUNCIL (NT) INC	1500
KENTISH LIFELONG LEARNING AND CARE INC	17,177,425
KIK FM PTY LTD	1014
KIMBERLEY KIDS EARLY LEARNING	4752
KWILS	1000
L H & P GOULDSON PARTNERSHIP	9347
LARAPINTA PRIMARY SCHOOL	260,000
LARRAKIA NATION ABORIGINAL CORPORATION	540,544
LIFE WITHOUT BARRIERS	9,508,016
LIFESTYLE SOLUTIONS	4,245,958
LIL' ANTZ PTY LTD	29,285
LITCHFIELD COUNCIL	201,750
LITTLE MANGOES PTY LTD	41,563
LUTHERAN CHILD CARE CENTRE	3846
LUXOTTICA RETAIL AUSTRALIA PTY LTD	449,503
MABUNJI ABORIGINAL RESOURCE INDIGENOUS CORP	154,899
MACDONNELL REGIONAL COUNCIL	142,726
MACKILLOP CATHOLIC COLLEGE	2000
MALAK FAMILY CENTRE	1449
MALA'LA HEALTH SERVICE ABORIGINAL CORPORATION	129,132
MANINGRIDA CEC COUNCIL	259,984
MANUNDA TERRACE PRIMARY	4200
MARNGARR RESOURCE CENTRE ABORIGINAL CORPORATION	15,000
MELALEUCA REFUGEE CENTRE	372,929
MENTAL HEALTH ASSOCIATION OF CENTRAL AUSTRALIA INC	1500



External Service Provider	Amount
MENZIES SCHOOL OF HEALTH RESEARCH	550,000
MILI'S FAMILY DAY CARE	35,215
MILLNER PRIMARY SCHOOL	900
MITCHELL ST CHILDCARE CENTRE	1416
MOTOR TRADES ASSOCIATION (NT) INC	1750
MOTOR VEHICLE REGISTRY	1,708,639
MOULDEN EARLY LEARNING CENTRE	16,321
MTA TRAVEL	8480
MULBERRY TREE CHILDCARE	7625
MULTICULTURAL COMMUNITY SERVICES OF CENTRAL AUSTRALIA INC	198,700
MULTICULTURAL COUNCIL OF THE NT	359,950
MUSIC NT INC	150,000
NA WULG WULG FAMILY CARE	27,450
NAKARA PRIMARY SCHOOL	600
NAPCAN FOUNDATION	571,793
NATIONAL AUSTRALIA BANK PREPAID CARDS	2107
NATIONAL SENIORS AUSTRALIA CENTRAL AUSTRALIA BRANCH	1000
NEIGHBOURHOOD WATCH NT INC	1500
NEMARLUK SCHOOL COUNCIL	5646
NEPALESE ASSOCIATION OF NORTHERN TERRITORY INC	14,700
NEPALESE COMMUNITY ALICE SPRINGS INC	6500
NGUKURR COMMUNITY EDUCATION CENTRE SCHOOL COUNCIL	1500
NHULUNBUY BICYCLE MOTOCROSS CLUB INC	2000
NHULUNBUY COMMUNITY NEIGHBOURHOOD CENTRE INC	10,487
NHULUNBUY CORPORATION LTD	40,000
NIGHTCLIFF OSHC	20,688
NITMILUK TOURS PTY LTD	20,687
NORTH AUSTRALIA HEALTH	2179
NORTH AUSTRALIAN ABORIGINAL JUSTICE AGENCY LTD	7700
NORTH HOME TEXTILES	5000
NORTHERN TERRITORY BALLROOM DANCING ASSOCIATION INC	1200
NORTHERN TERRITORY COUNCIL OF SOCIAL SERVICE	250,424
NORTHERN TERRITORY HONG KONG CLUB	1800
NORTHERN TERRITORY POLOCROSSE ASSOCIATION	1950
NORTHERN TERRITORY SENIOR WOMEN GOLFER'S ASSOCIATION	1200
NORTHERN TERRITORY STOLEN GENERATIONS ABORIGINAL CORP	200,000
NPY WOMEN'S COUNCIL	450,000
NT AIDS AND HEPATITIS COUNCIL INC	125,000
NT BADMINTON ASSOCIATION	2000
NT CHRISTIAN SCHOOLS	102
NT FRIENDSHIP & SUPPORT	2,298,909

External Service Provider	Amount
NT GYMNASTIC ASSOCIATION INCORPORATED	2601
NT OPTOMETRISTS	85,516
NT RESPITE CARE PLUS	26,811
NT RUGBY UNION	5000
NT THAI ASSOCIATION	800
NT YACHTING ASSOCIATION	4600
NTCRU SENIORS RECOGNITION	1,722,235
OGBAKO NDI IGBO NORTHERN TERRITORY	5700
ONE TREE COMMUNITY SERVICES	934,896
OUTSIDE SCHOOL CARE NT	22,513
PAKISTAN ASSOCIATION OF THE NT INC	800
PALMERSTON & REGIONAL BASKETBALL ASSOCIATION	219,570
PALMERSTON AND LITCHFIELD SENIORS ASSOCIATION INC.	2000
PALMERSTON COLLEGE	2000
PARAP FAMILY CENTRE INCORPORATED	929
PARTY CRITTERS	1200
PENSIONERS WORKSHOP ASSOCIATION INCORPORATED	1500
PHOTOBIZ NT	2520
PINT CLUB INCORPORATED	1500
PLAY THERAPY NT	1136
PORTUGUESE & TIMORESE SOCIAL .CLUB INC	61,500
POWER & WATER	6,773,961
PROCARE PERSONNEL	65,356
PSYCH SOLUTIONS NT (KERRY WILLIAMS)	35,464
RELATIONSHIPS AUSTRALIA NT INC	872,157
RESOLUTION CONSULTANCY PTY LTD	387,480
RINCE NA H'EIREANN DARWIN IRISH DANCE ASSOCIATION	2500
RIRRATJINGU ABORIGINAL CORPORATION	22,500
RIX KIX ARTS	1600
ROCK CITY MUSIC	1500
ROD & RIFLE PTY LTD	5520
ROPER GULF REGIONAL COUNCIL	4255
ROYAL LIFE SAVING SOCIETY AUSTRALIA NT BRANCH INC	1200
RUBY GAEA CENTRE	19,380
SALTBUSH SOCIAL ENTERPRISES LIMITED	4,576,986
SAVE THE CHILDREN AUSTRALIA	1,795,560
SCALLYWAGS CHILDCARE CENTRE	3971
SDN CHILDREN'S SERVICES	828
SENIORS OF EXCELLENCE NORTHERN TERRITORY INCORPORATED	1500
SIKH ASSOCIATION OF NORTHERN TERRITORY INC.	80,000
SIVA YOGA CENTRE	2400



External Service Provider	Amount
SIX LITTLE DUCKS CHILDCARE	9660
SIX SEASONS INVESTMENTS PTY LTD	192,236
SNAICC- NATIONAL VOICE FOR OUR CHILDREN (ABORIGINAL AND TORRES STRAIT ISLANDER CORP)	65,828
SOMERVILLE COMMUNITY SERVICES INC	144,228
SOUNDED	36,064
SPEAKING LINKS	18,914
SPECSAVERS DARWIN NORTH (NT) PTY LTD	135,350
SPECSAVERS PALMERSTON (NT) PTY LTD	145,840
SRI LANKA AUSTRALIA FRIENDSHIP ASSOCIATION	14,900
ST JOHN AMBULANCE AUSTRALIA NT INC	2000
STORY PROJECTS	5000
STUART PARK CHILD CARE CENTRE	1347
TALICE SECURITY SERVICE PTY LTD	10,145
TAMIL SOCIETY NT	6500
TANGENTYERE COUNCIL ABORIGINAL CORPORATION	7,459,379
TANGSOO PTY LTD	3300
TARNTIPI HOMELANDS ABORIGINAL CORPORATION	6000
TAYLORD DESIGNS	3250
TELUGU ASSOCIATION OF NORTHERN TERRITORY INC	2000
TENNANT CREEK CHILDCARE CENTRE	77,958
TENNANT CREEK MOB ABORIGINAL CORPORATION	76,500
TENNANT CREEK SENIOR CITIZENS & PENSIONERS ASSOCIATION INC	1575
TENNANT CREEK WOMEN'S REFUGE INC	1,154,789
TENNIS NT INC	2000
THAMARRURR DEVELOPMENT CORPORATION LTD	75,000
THAMARRURR YOUTH INDIGENOUS CORPORATION	4000
THE ARNHEM LAND PROGRESS ABORIGINAL CORPORATION	398,000
THE BRAT PACK	11,860
THE FINCH CAFE	2000
THE GAP YOUTH AND COMMUNITY CENTRE ABORIGINAL CORPORATION	1,231,390
THE HISTORICAL SOCIETY OF KATHERINE NT	1725
THE KOREAN ASSOCIATION IN AUSTRALIA NT INC	3100
THE OPTICAL SUPERSTORE	249,245
THE SALVATION ARMY	899,541
THE SMITH FAMILY	2000
THE YMCA OF THE NT YOUTH & COMMUNITY SERVICES LTD	569,318
TIWI ISLANDS SHIRE COUNCIL	109,873
TJITJI TJAPU TJUTA CHILD CARE CENTRE	2047
TOP END EARLY LEARNING CENTRE INC	9296
TOP END GEM & MINERAL CLUB INC	1550

External Service Provider	Amount
TOP END HEALTH SERVICE	36,831
TOP END MUSTANGS INCORPORATED	650
TOP END ORIENTEERS INC	470
TOTAL RECREATION NT INC	6000
TOUCH FOOTBALL AUSTRALIA INCORPORATED	3000
TRANSLATING & INTERPRETING SERVICE TIS	1371
TROPIC OPTICS	64,914
TWO TWO ONE MENTAL HEALTH CHARITY	12,980
U3A ALICE SPRINGS INC	500
UMNT INCORPORATED	3300
UNIONS NT	1500
UNITED NATIONS ASSOCIATION OF AUSTRALIA NORTHERN TERRITORY	4000
UNITED NATIONS YOUTH NORTHERN TERRITORY INCORPORATED	3000
VICTIMS OF CRIME NT INC	250,000
VICTORIA DALY SHIRE COUNCIL	7908
VIETNAMESE COMMUNITY IN AUSTRALIA - NT CHAPTER INC	2450
WAGAIT ARTS GROUP INCORPORATED	1300
WAGAIT SHIRE COUNCIL	26,750
WAGAMAN PRIMARY SCHOOL	600
WALTJA TJUTANGKU PALYAPAYI	6000
WARLPIRI YOUTH DEVELOPMENT ABORIGINAL CORPORATION	128,874
WEST ARNHAM REGIONAL COUNCIL	457,299
WESTERN DESERT DIALYSIS	2000
WILLIAM CHIN OPTOMETRISTS	13,503
WORLD VISION AUSTRALIA	158,879
WURLI WURLINJANG HEALTH SERVICE	5200
YALU MARNGGITHINYARAW INDIGENOUS CORPORATION	150,000
YARRAMAN TERRITORY PTY LTD	3300
YARRAVILLE COMMUNITY CENTRE	966
YMCA OF THE NORTHERN TERRITORY	55,646
YOLO COACH (DEBORAH HERRING)	1900
YOURTOWN	47,448
YUENDUMU COMMUNITY EDUCATION CENTRE	260,000
YUGUL MANGI DEVELOPMENT ABORIGINAL CORPORATION	431,364
YWCA AUSTRALIA	801,912
YWCA CANBERRA	10,204
YWCA OF DARWIN INC	774,667



