



Northern
Territory
Government

DEPARTMENT OF CHILDREN AND FAMILIES

Annual Report 2014 - 15

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The Honourable John Elferink MLA Minister for Children and Families

Dear Minister

Department of Children and Families 2014-15 Annual Report

In accordance with the provisions of the *Public Sector Employment and Management Act*, I am pleased to submit the Department of Children and Families 2014-15 Annual Report. Pursuant to the *Public Sector Employment and Management Act*, the *Financial Management Act* and the *Information Act*, I advise that, to the best of my knowledge and belief:

- a) proper records of all transactions affecting the agency are kept and that the department's employees observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions;
- b) department procedures provide proper internal control and a current description of those procedures is recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*;
- c) no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records exists;
- d) in accordance with the requirements of Section 15 of the *Financial Management Act*, the internal audit capacity available to the agency is adequate and the results of internal audits have been reported;
- e) the financial statements in this annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions;
- f) in accordance with the requirements of Section 28 of the *Public Sector Employment and Management Act*, all public sector principles have been upheld; and
- g) procedures within the department complied with the requirements of the *Information Act*.

Yours sincerely



Anne Bradford
Chief Executive Officer
30 September 2015

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Anne Bradford
CEO

Department of
Children and Families

I am pleased to present the Department of Children and Families 2014-15 Annual Report. The Department of Children and Families has had a demanding 12 months to 30 June 2015. Since my appointment as Chief Executive Officer in March 2015, I have observed the dedication and commitment shown by staff in responding to the many challenges that a child protection department experiences.

Through the 2014-15 financial year the Department has continued to experience significant growth in demand for services, including:

- child protection reports received increased by 31.7 per cent;
- child protection investigations completed increased by 59.7 per cent;
- substantiated cases of child abuse increased by 23.1 per cent;
- the total number of children in out of home care increased by 8.6 per cent; and
- the total number of authorised foster and kinship carer households has increased by 4.8 per cent.

The Department has embarked on a significant reform agenda, as outlined in the Departmental Strategic Plan 2015-17. The Department has achieved many positive outcomes as we continue this work and we should take the time to celebrate the following key achievements.

- We developed the Family Intervention Framework. The framework outlines four different levels of intervention with families involved in the child protection system, ranging from child safety interventions right through to supporting a kinship carer where a child has been taken into care. The framework clearly defines the service responses to families in the statutory child protection system, with the aim of preventing children coming into care or safely returning them home.
- We undertook significant legislative reform to amend the *Care and Protection of Children Act*. These amendments were passed in February 2015, to give effect to an additional form of Order, known as a Permanent Care Order. A Permanent Care Order will transfer parental responsibility for children in care until that child is 18 years of age. Where applications for these orders are assessed as being in the best interests of the child, these orders will provide permanency and stability for children and their carers.
- We established an Internal Review Team and launched a new 'Concerns for the Safety of Children in Care' policy. This policy ensures any concerns or disclosures relating to children in the care of the Chief Executive Officer receive an effective and coordinated response. Importantly, it means that individual incidents are not considered or responded to in isolation.
- As leader of the Welfare Group, we played a key role in the Northern Territory Government's response to, and recovery from, Severe Tropical Cyclone Lam and Tropical Cyclone Nathan, which struck the Top End in February and March 2015.
- We have improved agency corporate governance through the development of a more transparent and robust internal committee structure.
- We engaged with our Australian Government colleagues in reframing the Stronger Futures in the Northern Territory National Partnership Agreement in providing significant funding over five years for place based services to protect children from harm and keep women and their children safe from family and domestic violence. This work has been undertaken at the same time the Remote Services division commenced a reform agenda that will see changes to the way in which family support services are delivered at a local level.

- We developed and refined the Out of Home Care Continuum. The purpose of the continuum is to describe the mix of accommodation services required to meet the needs of children in out of home care in the Northern Territory. The continuum defines services currently available to children in care, and identifies a number of new specialist services. The Department in 2015-16 will develop and introduce services, and align existing out of home care services to the continuum.
- We improved the percent of carers who hold a current registration. We have also increased the speed at which carers are assessed, which has enhanced our ability to place children in the best placement possible for their specific needs.
- The Central Australia region continued to focus on ensuring that children in the care of the Chief Executive Officer have up to date, quality care planning in place. This allowed for improved decision making for children in the care of the Chief Executive Officer.
- The Greater Darwin region undertook extensive consultation with staff to design a new structure that would improve the quality of services delivered to children and families. The structure was implemented on 1 July 2015.
- We established a residential care service in Tennant Creek. The Tennant Creek Community-Based Children's Care service allows children from the local area to remain in Tennant Creek while home-based carers are found, instead of being transported to Darwin or Alice Springs.
- We have improved the quality and timeliness of payments to carers through the implementation of a centralised foster care payment processes and payments hotline.

While we have achieved some positive steps towards providing a better service to children and families in the Northern Territory, there remains a lot of work to do. The Department has agreed five priorities that it will focus on over the upcoming 12 months. They include: protect children from harm; optimise outcomes for children in care; partner with families, communities and agencies; enable continuous improvement through contemporary practice; and value and invest in staff.

In line with our priorities, during the coming year the Department will seek greater and more meaningful engagement with our partners in the non-government sector. Initially, this will be established through consultation with the sector on the delivery of funded services that will align with the Family Intervention Framework.

We will also work towards delivering better outcomes for our clients through the development of our people. Through the provision of professional development opportunities and an increased focus on leadership, we hope to increase the retention of our professional and para-professional workforce. This will in turn provide greater stability in frontline staff engaging with those children in care.

Child protection is undeniably one of the most challenging areas within the human services sector and as a Department we strive to offer quality care and protection of vulnerable children and families in the Northern Territory. Since commencing I have visited each departmental office and spent dedicated time speaking about the strength that diversity in thought brings, how important it is to be unified in purpose, have clarity in our roles and responsibilities, and the need to measure our performance in a meaningful way. I have spent time speaking with frontline staff about their experiences, both positive and negative, of working for the Department of Children and Families. These conversations have provided me with valuable insights and I continue to be impressed with the advice, wisdom, and professionalism of Departmental staff.

I would like to acknowledge the collective effort of all key stakeholders and staff throughout 2014-15. I look forward to working alongside the Children and Families team in 2015-16.

Anne Bradford

The Department of Children and Families delivers and funds a range of child protection, family support, and out of home care services that aim to protect children in the Northern Territory from harm. The Department also administers adoption services and delivers and funds a range of crisis accommodation services in urban and remote communities for women and children escaping domestic and family violence.

The Department delivers services to a population of around 240,000 across an area spanning 1.3 million square kilometres. The Department of Children and Families has a strong place based service focus, with dedicated child protection offices in Casuarina, Palmerston, Katherine, Tennant Creek, Alice Springs, Nhulunbuy and staff located in communities of Ntaria, Yuendumu, Ti Tree, Papunya, Ali Curung, Elliot, Ngukurr, Borroloola, Yarralin, Kalkarindji, Lajamanu, Wugularr, Angurugu (also servicing Umbakumba), Peppimenarti, Wadeye, Daly River, Ramingining, Maningrida, Galiwinku, Wurrumiyanga, Gunbalanya, and Yirrkala.

Funding is provided to the Department of Children and Families by the Northern Territory Government to support:

- services aimed at the protection and minimisation of harm to children, including receiving and investigating reports of abuse and responding to ensure the safety of children;
- services provided to children in the care of the Chief Executive Officer, including placement and case management, as well as recruitment, assessment and support of carers to provide a range of placement options for children; and
- targeted support to vulnerable families to prevent their children entering the child protection system and to assist them to improve the wellbeing of their children.

The Department also received revenue from the Australian Government through the Stronger Futures in the Northern Territory National Partnership Agreement. During 2014-15 four specific programs providing services in remote communities were funded. These are:

- Remote Aboriginal Family and Community Program;
- Women's Safe Houses;
- Mobile Child Protection Teams; and
- Mobile Outreach Service Plus.

The Northern Territory Government is currently in negotiations with the Australian Government to reappraise existing elements of the funding agreement.

The Department of Children and Families works with a broad range of internal and external stakeholders, including government agencies and non-government providers, the community sector, and those who provide placement and family support services to children across the Northern Territory. Key clients and stakeholders include:

- children and young people who have experienced harm or are at risk of abuse and neglect, are unable to safely live with their parents, or are relinquished through adoption;
- parents and primary carers who need support to provide safe care for children through coordinated access to family support, parenting services and respite services;
- foster and kinship carers and other service providers providing care and support to children in care;
- individuals (including children and adults) experiencing or escaping domestic and family violence;
- non-government services and organisations who work with us to support clients; and
- individuals and communities affected by disasters, through our role to lead disaster welfare recovery responses.

DEPARTMENT OF CHILDREN STRATEGIC PLAN

The Department's Strategic Plan was reviewed and realigned in early 2015. The Strategic Plan sets out the key priorities and goals that will direct the Department's work over a three year window.

The Strategic Plan is focussed on placing the needs of vulnerable children as the overriding consideration for the Department and its staff.

OUR VISION

To improve the lives of vulnerable children and support families and communities to keep children safe.

OUR VALUES

We are:

Responsive to the needs of children, young people and families;

Respectful in our dealings with clients, partners, stakeholders and one another; and

Accountable in our decision making, governance and processes.

OUR ROLE

- Intervene to protect children from harm.
- Support and improve the wellbeing of children in our care.
- Provide parenting and family support to assist families to minimise harm and strengthen capacity.
- Partner with families, communities and agencies to protect and care for children.

WE WORK

- In the best interests of the child.
- Collaboratively with other agencies, services and carers.
- With families to promote child safety and wellbeing.
- Through transparent and open decision making and professional and accountable conduct.
- By recognising and respecting our clients and partners' experiences and expertise.

OUR PRIORITIES

EFFECTIVE LEGISLATION AND ACCOUNTABLE PRACTICE

- implement a Mandatory Reporter Guide to assist professional notifiers to make effective and informed notifications under the *Care and Protection of Children Act*;
- review the operation of Central Intake, its processes, decision making and staffing to ensure the Department's intake services are positioned to meet increasing numbers of child protection reports;
- establish processes to increase referral and support options for vulnerable families and young people as an alternative to, or diversion from, the statutory child protection system;

- implement a Performance Plan which nominates and defines agreed practice improvements over the next 18 months, and beyond;
- develop and implement a continuum within Departmental policy and procedures that defines and guides decision making with respect to permanency planning to promote stability for children; and
- introduce amendments to the *Care and Protection of Children Act* to improve its application to contemporary child protection practice.

IMPROVED SERVICE DELIVERY MODELS TO SUPPORT FAMILIES

- provide programs that deliver child safety interventions and intensive family preservation and reunification services for vulnerable children and families who have been subject to child protection investigations, and promote and support stability in kinship care through post placement support options;
- review and revise Departmental policies and procedures to promote a focus on timely and active reunification within a specified timeframe;
- work with Department of Education on a protocol and guidelines to respond to problem sexualised behaviours in children in education and care settings; and
- develop the Department of Children and Families remote service model based on remote service teams that work collaboratively with urban offices and contribute to investigations, family support, carer assessment and review.

BETTER OUTCOMES FOR CHILDREN IN CARE

- establish the community based childrens care service in Tennant Creek and Katherine to provide safe care for children under 12 years of age and to keep them close to their communities of origin;
- increase the number of foster and kinship carers across the Northern Territory through a dedicated recruitment campaign and improved assessment and support services for carers;
- develop the specialist foster carer model and its associated assessment, training and support services to increase home based care options for children with complex needs;

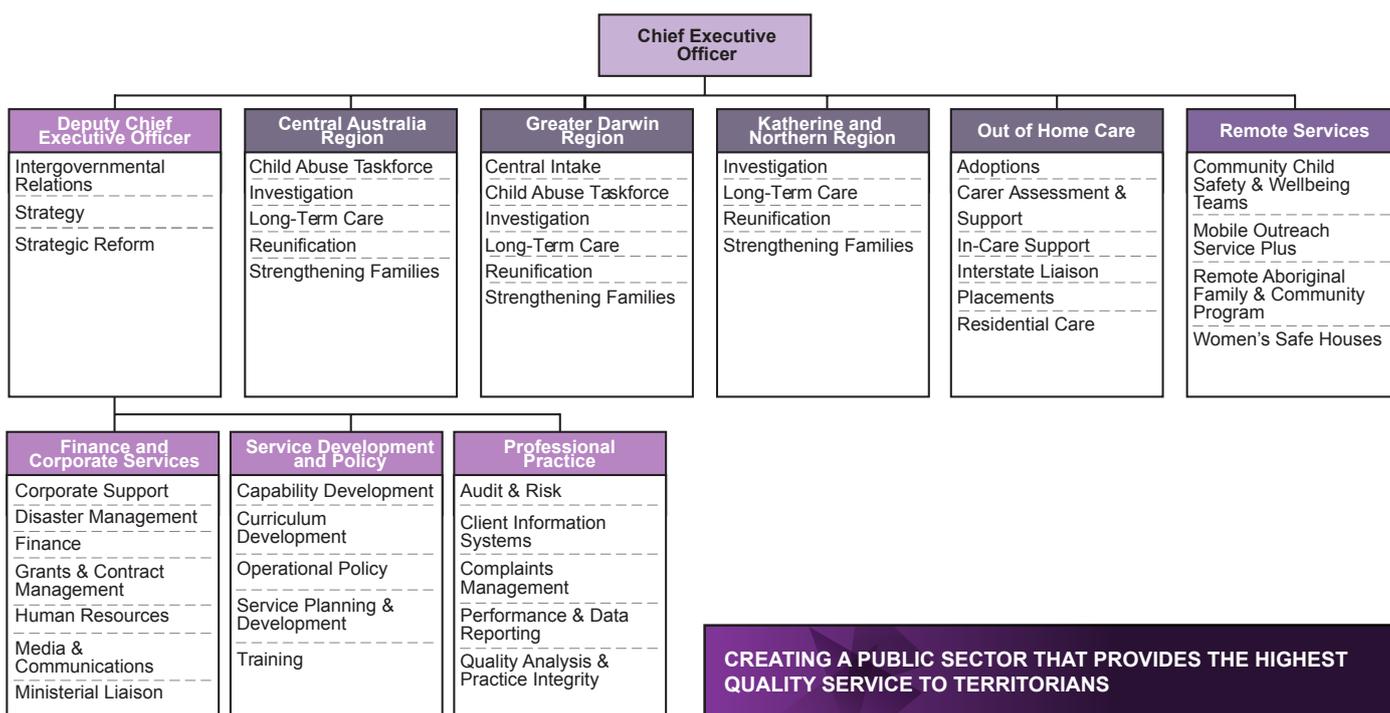
- introduce Permanent Care Orders under the *Care and Protection of Children Act* and associated procedures for selection, assessment and application to the Court;
- develop and implement a therapeutic model of residential care in services operated by the Department;
- consolidate and implement strategies to improve quality and safety in residential care services through implementation of a Residential Review Panel to meet with children in residential care services to promote the Charter of Rights for Children and Young People in Care in the Northern Territory and to improve our understanding and responses to the child's experiences and expectations of care; and
- revise and improve the current planning processes, support options and pathways for children transitioning from care to independent living.

IMPROVED CORPORATE SYSTEMS AND PROCESSES TO DELIVER OUTCOMES FOR CHILDREN AND FAMILIES

- review the current allowances and incentives for foster and kinship carers in recognition of the important role and responsibilities of carers;
- introduce revised caseload ratios that are more sensitive to differences in workloads associated with case types and case complexity and to improve case priority and allocation;
- undertake a service delivery review of the statutory child protection system to reduce duplication and inefficient processing with respect to administration, documentation, record keeping and authorisation. The review will prioritise intake, investigations, case closures and family support;
- revise and reform the Care and Protection Policies and Procedures Practice Manual to reflect legislative and policy decisions and to more explicitly guide professional judgement and decision making;
- stabilise and sustainably support our workforce through a Workforce Development Plan that sets out how the current and future needs of the agency and its staff to meet the challenges and opportunities that will arise in the next five years; and
- develop an agreed business case for a new Client Information Management System to better position the Department to meet future client information management needs.

COMMITMENT TO SERVICE | ETHICAL PRACTICE | RESPECT | ACCOUNTABILITY | IMPARTIALITY | DIVERSITY

OUR STRUCTURE



CREATING A PUBLIC SECTOR THAT PROVIDES THE HIGHEST QUALITY SERVICE TO TERRITORIANS

OUR EXECUTIVE LEADERSHIP GROUP



Anne Bradford
Chief Executive Officer

Mrs Bradford joined the Department in March 2015 as the Chief Executive Officer with recognised extensive bureaucratic experience. Prior to this, Mrs Bradford was the Chief Executive Officer for the Northern Territory Department of Housing and had previously held a number of Deputy Chief Executive Officer positions in the Departments of Justice, Attorney General's, and Infrastructure.

Over the 2014-15 year Mrs Bradford has implemented new governance arrangements to support executive decision-making and planning and rolled out a new business planning model supported by a risk mitigation framework. She has also instituted a consultative approach with the non-government sector and community, focusing on service design, redevelopment, and legislative amendments and reform.



Joanne Townsend
Deputy Chief Executive
Officer

Ms Townsend joined the Department in October 2010 as the Director, Youth Services. She has held a range of management and executive positions prior to her appointment to the position of Deputy Chief Executive Officer of the Department in October 2013.

Over the 2014-15 year, Ms Townsend has led the Out of Home Care Reform process. She was also the Department's lead negotiator for the Northern Territory Remote Aboriginal Investment funding negotiations being undertaken with the Australian Government.



Bronwyn Thompson
Executive Director,
Service Development and
Policy Division

Ms Thompson joined the Department in 1990 and has extensive experience in the area of child protection. She has held a range of management and executive positions, as well as ministerial advisor positions. She has held the position of Executive Director, Service Development and Policy Division since May 2014.

Over the 2014-15 year, Ms Thompson has led a comprehensive review of the Care and Protection Practice Manual. She has overseen a series of amendments to the *Care and Protection of Children Act* and supporting procedures to provide for the introduction of Permanent Care Orders.



Luke Twyford
Executive Director,
Professional Practice
Division

Mr Twyford joined the Department of Children and Families in 2012 as Director, Practice Integrity. In November 2013, he was appointed to the position of Executive Director Professional Practice Division and is responsible for providing strategic leadership across business development for the client information system, performance monitoring and reporting, practice investigation and review.

Over the 2014-15 year, Mr Twyford has coordinated agency wide data collection and analysis, implemented reforms to respond to allegations of harm to a child in care, and developed a holistic approach to performance reporting aligned to the Department's Standards of Professional Practice and policy and legislative requirements. Additional responsibilities in 2014-15 included the management of freedom of information requests, and risk and audit functions.



Renata Blanch
Executive Director,
Finance and Corporate
Services Division

Ms Blanch joined the Department of Children and Families in May 2015 as the Acting Executive Director, Finance and Corporate Services. Prior to joining the Department, she held senior management and executive roles in the New South Wales Government, including Corrective Services, WorkCover and Ageing, Disability and Home Care, and the non-government sector.

Ms Blanch has supported the implementation of new governance arrangements, including reviewing the structure and functions of corporate services, aligning delegations and developing the division's business plan.



Karen Broadfoot
Regional Executive
Director, Greater
Darwin Region

Ms Broadfoot joined the Department in 2003 and has held a number of management and executive roles over this time. In March 2013, she was appointed Regional Executive Director, Greater Darwin Region where she is responsible for leading the delivery of child protection, out of home care, and family support services across the region, and the delivery of Child Abuse Hotline and Central Intake Services across the Northern Territory.

Over the 2014-15 year, Ms Broadfoot has implemented significant structural changes to the Region to ensure more responsive and adaptable services for children and families across the areas of investigations and assessment, family support and reunification, and case management for children in care. She has also implemented quality improvements to Central Intake Service and staffing structure and advised the Australian Government on child protection services in immigration detention facilities in the Northern Territory. The Greater Darwin Region expanded in 2014-15 to include remote areas including Nhulunbuy and the East and North Arnhem regions and the regions extending south to Katherine.



Dorrelle Anderson
Regional Executive
Director, Central
Australia Region

Ms Anderson joined the Department in March 2010 and has held a range of positions with the Department of Children and Families and in the Department of Child Protection in Western Australia over the last 15 years. She was appointed to her current position of Regional Executive Director Central Australia Region in July 2013, and is responsible for leading the delivery of child protection, out of home care and family support services across the region.

Over the 2014-15 year, Ms Anderson has instituted a range of service and practice developments across the region that have resulted in improvements in measures such as case planning and engagement with children, investigation responsiveness, and care and safety of children in care. The Central Australian Region expanded in 2014-15 to include service delivery up to, and including, Katherine.



Simone Jackson
Executive Director,
Out of Home Care
Division

Ms Jackson joined the Department in 2011 as the Central Australian Regional Executive Director and led the region until mid-2013. Since that time she has held several executive roles in out of home care policy and has held the position of Executive Director Out of Home Care Division since November 2013.

Over the 2014-15 year, Ms Jackson has developed and supported the establishment of the Out of Home Care Division including the transition of Residential Care and In Care Support services from the regions, the transition of clients and services under the General Residential Care panel contract and instituted improved procedures for assessment and decision making under the *Adoption of Children Act*. In September 2014 and March 2015 she represented the Department in hearings and roundtable discussions for the Royal Commission into Institutional Responses to Child Sexual Abuse.



Jodie Woolcock
Executive Director,
Remote Services
Division

Ms Woolcock joined the Department in 2010 as the Manager of the Northern Territory Women's Safe House Program. She was appointed to the role of Executive Director Remote Services in July 2014 and is responsible for the delivery of women's safe houses, family support, therapeutic counselling services and child safety planning in remote communities.

Over the 2014-15 year, Ms Woolcock has ensured the delivery of key milestones and services for the Remote Service Division and advised on the renegotiations with the Australian Government on service reforms in remote areas. Along with others, she assisted with the coordination of the Department's welfare and cyclone response efforts in February and March 2015, managing the evacuation centres in Darwin and in Galiwinku.

FORMER SENIOR STAFF

The Department farewelled four senior executive staff during 2014-15.

Ms Jodeen Carney was the Chief Executive Officer from September 2013 to March 2015. During that time, Ms Carney implemented and rolled out a systematic approach to assurance and compliance with legislative and policy obligations, and advised on reforms to the *Care and Protection of Children Act*.

Ms Karen Elligett was the Executive Director Finance and Corporate Services Division from November 2013 to April 2015. During this time she facilitated the effective transition of fleet services and facilities and asset management from the Department of Health to the Department of Children and Families, and reformed the agency's financial management and accountabilities. In February and March 2015, Ms Elligett led and managed the coordination of the Department's response and recovery efforts in the lead up to, and following, Severe Tropical Cyclone Lam and Tropical Cyclone Nathan.

Ms Stephanie Fielder was the Regional Executive Director, Katherine and Northern Region from 2011 until December 2014. During this time she implemented a revised regional structure to improve the region's response to family support and family reunification, contributed to regional and local planning on out of home care reforms, and developed regional disaster response planning for the Katherine and Nhulunbuy regions.

Ms Nettie Flaherty was the Regional Executive Director, Katherine and Northern Region from December 2014 until March 2015. During this time she was instrumental in implementing and facilitating a 'Communities of Practice' within the Regional Management Team, supporting team leaders across the region to form communities of practice aligned with the four key work groups: investigation and assessment; strengthening families; long term care; and Aboriginal Community Work.

The Department gratefully acknowledges the important roles these senior executive staff held, and wishes them well in their future endeavours.

**CHILD PROTECTION IS EVERYONE'S
BUSINESS**

PART 2 - PERFORMANCE

The 2014-15 financial year has been marked by continued growth in the number of children requiring child protection and out of home care services. In response, the Department of Children and Families has increased the number of child protection investigations it has commenced and completed, and provided case management services for an increased number of children entering and remaining in out of home care. Operations of the Department of Children and Families falls under two output groups of Children and Families and Corporate Governance.

Information on sub outputs is provided in further detail below.

BUDGET PERFORMANCE 2014-15

The Department of Children and Families is funded to provide services to investigate and respond to reports of children being harmed. In 2014-15 the Department operated to a budget of \$177 million, with expenditure of \$181 million. This equated to an overspend of \$3.9 million or two per cent, attributable to the rising cost of out of home care services.

The Department has limited capacity to control demand for services or the cost of care, as this is based on the individual needs of a child. Notwithstanding this, the Department keeps downward pressure on operating costs by increasing productivity and finding efficiencies in corporate expenditure to ensure funding is available to deliver core services. This is achieved by continuously reviewing processes to reduce red tape, developing new service models and by increasing the use of technology.

THE 2014-15 BUDGET

The 2014-15 original published budget was \$160.6 million increasing across the year to \$177 million. The \$16.4 million increase was due to:

- \$8 million ongoing to meet rising costs for out of home care services;
- \$3.9 million in additional Australian Government funding including;
 - \$1.66 million carried forward from 2013-14;
 - \$2.18 million to supplement the Stronger Futures in the Northern Territory National Partnership Agreement funding for the operation of the Mobile Child Protection Teams and Women's Safe House program;
 - \$95 000 for the Australian Institute of Health and Welfare to participate in a national survey of children in out of home care;
- \$3.2 million for the emergency response to Severe Tropical Cyclone Lam and Tropical Cyclone Nathan;
- \$0.6 million for various adjustments related to building assets;
- \$0.5 million ongoing for a strategy to increase the number of foster carers;
- \$0.1 million ongoing transferred from the Department of the Chief Minister for marketing and communications functions; and
- \$64 000 transferred from Northern Territory Police, Fire and Emergency Services to fund emergency bedding for evacuation events.

The budget was distributed across outputs and monitored using key indicators that include expenditure and operational statistics related to each sub output. These sub outputs are:

- Child Protection Services;
- Out of Home Care Services;
- Family and Parent Support Services; and
- Corporate and Governance.

The Corporate and Governance output includes human resource, financial, and strategic services work units and legal expenditure. All other operational and administrative costs are allocated across outputs based on the relationship those costs have to the output. Chart 1 and Table 1 outline budget and expenditure by output for 2014-15.

CHART 1: 2014 - 15 BUDGET AND EXPENDITURE BY SUB OUTPUT

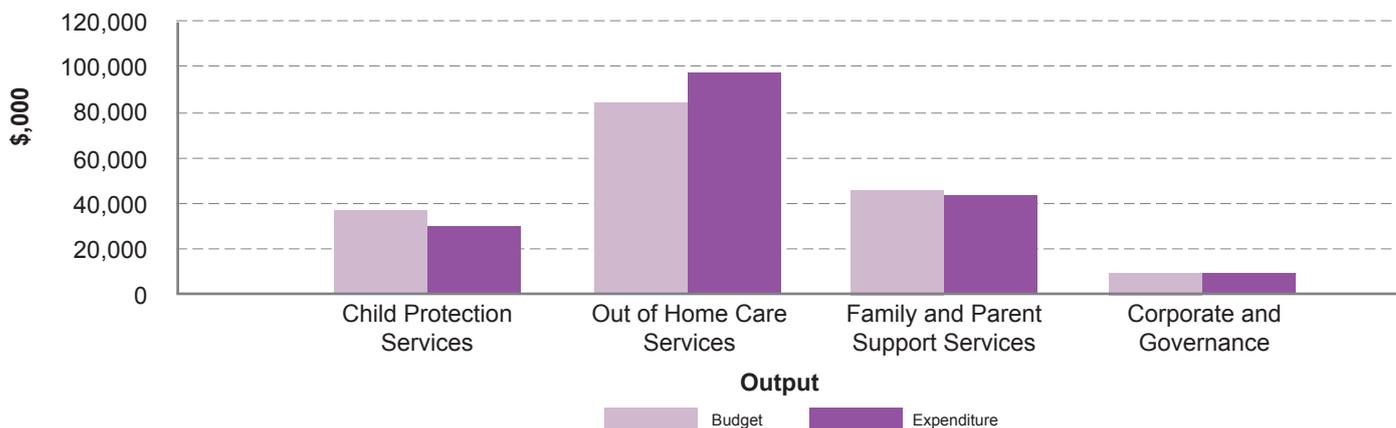


TABLE 1: AGENCY BUDGET PERFORMANCE BY OUTPUT 2014-15

Output Group / Sub Output	2014-15 Final Budget Estimate \$000	2014-15 Actual \$000	Variation \$	Variation %
Children and Families	167,916	171,869	-3,953	-2.4%
Child Protection Services	34,462	32,061	2,401	7%
Out of Home Care Services	87,378	96,719	-9,342	-10.7%
Family and Parent Support Services	46,076	43,089	2,987	6.5%
Corporate and Governance	9,057	8,963	94	1%
Corporate and Governance	9,057	8,963	94	1%
TOTAL	176,973	180,832	-3,859	-2.2%

BUDGET CHALLENGES

In 2014-15, over 49 per cent of the Department’s budget was allocated to the delivery of out of home care services, with an expenditure result of \$9.3 million over budget. The Department is limited in its ability to control the number of children who are in care and are often price takers when purchasing services suitable to the needs of the child. Evidence shows that children thrive when in a home-based care environment, with foster and kinship care being both the most stable and lowest cost options. In 2014-15 Government provided an additional \$8 million ongoing towards the rising costs for out of home care and \$0.5 million ongoing to conduct a campaign to attract and retain more foster and kinship carers. This campaign has commenced with radio and print advertisements and will expand in 2015-16 to include strategies that are targeted at increasing public interest in becoming a carer.

Offsetting the out of home care services overspend were underspends of \$5.5 million across the remaining outputs, related to employee expenses. The agency had allocated budget for an average of 711 employees in 2014-15, with a result of 607. Significant effort was invested in 2014-15 to establish rolling recruitment campaigns for child protection workers, particularly in regional centres of Katherine, Nhulunbuy, Alice Springs and Tennant Creek. The Department values its employees and will continue to work to ensure that they feel satisfied and remain within the child protection system.

The sub output group of Child Protection Services provides services aimed at the protection and minimisation of harm to children, including receiving and investigating reports of abuse, and responding to ensure the safety of children.

Table 2 outlines some of the key statistics in child protection in the Northern Territory over the last two financial years. Broadly, the table highlights the growth in demand for child protection services over that time. It shows growth in all areas of the child protection system, including: the number of child protection reports assessed (up by 4 096); the number of child protection investigations finalised (up by 2 567); the number of cases of abuse substantiated (up by 390); and the number of children in out of home care (up by 79).

TABLE 2: KEY NUMBERS IN CHILD PROTECTION IN THE NORTHERN TERRITORY 2013-14 TO 2014-15

Child Protection Activities	2013-14	2014-15
Child Protection Reports Assessed	12,936	17,032
Child Protection Investigations Commenced	4,905	7,091
Investigations in Progress*	744	576
Child Protection Investigations Finalised	4,303	6,870
Cases Substantiated	1,685	2,075
Children Admitted into OoHC	396	335
Number of Children in OoHC*	918	997
Children in Foster and Kinship Care*	529	482
Foster and Kinship Households*	414	434
Children in Residential Care Facilities*	84	95
Children Exiting OoHC	246	257
Ongoing Intervention Cases*	1,310	1,066

*Figures at 30 June 2014 & 30 June 2015 respectively

Table 3 outlines the key performance indicators for the Child Protection Services sub output of the Children and Families Output Group within Budget Paper 3. An analysis of each of the key deliverables follows after the table.

TABLE 3: CHILD PROTECTION KEY DELIVERABLES 2013-14 TO 2014-15

Key Deliverables	2013-14 Actual	2014-15 Estimate	2014-15 Actual
Child protection notifications received ¹	12,936	16,500	17,032
Child protection investigations finalised	4,303	6,000	6,870
Investigations of reports commenced:			
Priority 1 - within 24 hours	95%	85%	89%
Priority 2 - within 3 days	77%	75%	78%
Priority 3 - within 5 days	75%	70%	71%
Priority 4 - within 10 days	80%	60%	62%

Notes:

1. Notifications are received and assessed by the Central Intake Team to determine if they should proceed to a child protection investigation.

CHILD PROTECTION NOTIFICATIONS RECEIVED

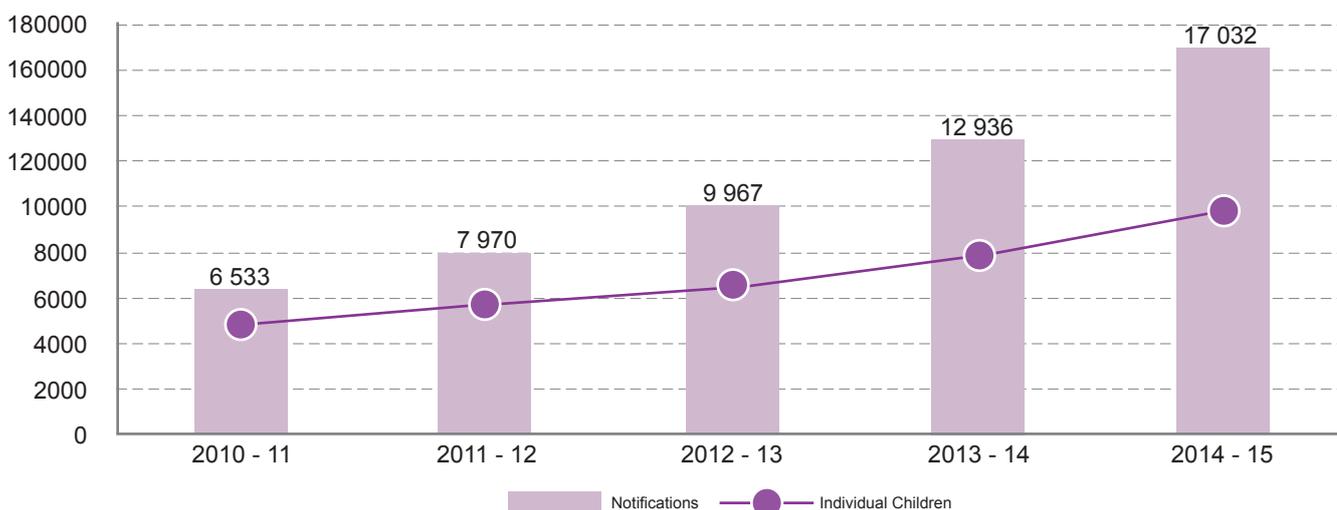
In the Northern Territory any person who believes that a child is being, or has been, abused or neglected is required by law to report their concerns. Reports should be made to the Child Abuse Hotline using the free-call phone number 1800 700 250. Callers do not need to prove abuse or neglect, have legal protection against civil or criminal liability and do not breach any requirements of confidentiality or professional ethics. The Department of Children and Families operates the hotline 24 hours a day, 365 days a year.

In 2014-15 there was a 32 per cent increase in the number of child protection reports. In total, the Department received 17 032 child protection reports, which equates to over 46 reports each day. Over the last five years, the growth in the number of child protection reports has almost tripled and is indicative of an increased understanding of the Northern Territory's universal mandatory reporting obligations.

All reports to the Child Abuse Hotline are recorded and assessed by professionally qualified staff who pose a series of questions to callers and source additional information to determine how, and with what priority, the Department will respond.

Multiple reports for individual children increased in 2014-15. Duplicate or multiple reports about individual children constituted 42 per cent of all reports made in 2014-15, which equates to 17 032 reports regarding 9 894 children. Chart 2 provides historical information on the number of child protection reports in total, and for individual children, over the last five years. It highlights that the Department has seen sustained growth in this area for a considerable period of time.

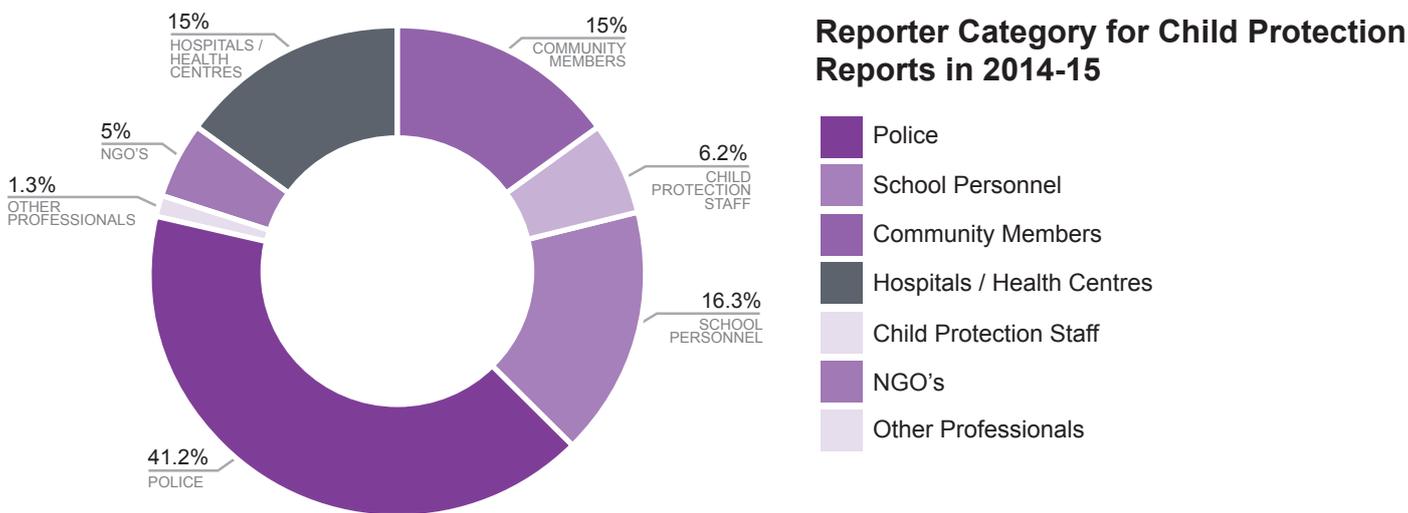
CHART 2: CHILD PROTECTION NOTIFICATIONS OVER FIVE FINANCIAL YEARS



Nearly two thirds of the reports received by the Department of Children and Families are made by government employees, particularly police and staff from the Departments of Health and Education. Reports from police comprised 41 per cent of all child protection reports made in 2014-15 (or nearly 7 000 reports). This can be attributed to police attendance at crisis events such as domestic and family violence incidents and contact with unsupervised and vulnerable children and young people.

Police have also changed policy so that all incidents involving a child, regardless of whether concerns for the child's welfare have been identified, are reported through to the Department via NT Supportlink. Chart 3 shows the source of child protection reports during the 2014-15 year.

CHART 3: SOURCE OF NOTIFICATIONS FOR CHILD PROTECTION REPORTS 2014-15

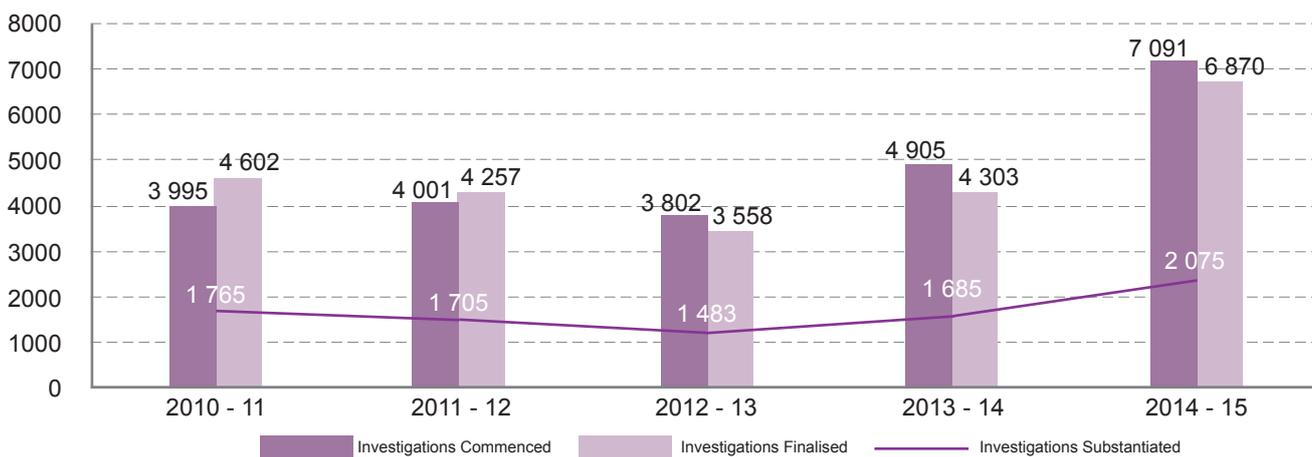


CHILD PROTECTION INVESTIGATIONS FINALISED

In 2014-15, the Department of Children and Families commenced 7 091 investigations, a 44 per cent increase on the prior year. A child protection investigation includes: interviewing the child, their siblings and parents; inspecting the home environment; and collecting information from professionals or organisations who may be involved with the family such as health providers, teachers or non-government services.

The Department finalised 6 870 child protection investigations. This is a significant increase on the 4 303 completed the year before. Chart 4 outlines information on the number of child protection investigations commenced, finalised, and substantiated over the last five years, and highlights the significant growth in this area during the 2014-15 year.

CHART 4: CHILD PROTECTION INVESTIGATIONS OVER FIVE FINANCIAL YEARS



INVESTIGATIONS OF REPORTS COMMENCED: PRIORITY RESPONSE TIMES

The Department of Children and Families responds to reports about children in accordance with their priority rating, which is allocated following assessment of the reported concerns. In 2014-15 the total number of cases meeting their individual priority response time has increased, but due to the overall increase in cases, the percentage of cases not meeting priority response targets, reduced.

Table 4 highlights that overall, the Department has responded to 5 346 child protection reports within the allocated response time. This was an increase of 1 608 compared with 2013-14. Priority 1 matters showed a dramatic increase, with 1 315 matters responded to within 24 hours in 2014-15, compared with 757 last financial year.

In 2015-16 the Department of Children and Families will review its central intake processes and procedures and commence an operational efficiency review to increase and improve its ability to meet priority response times.

TABLE 4: PRIORITY RESPONSE TIME BY CASE NUMBERS IN 2013-14 AND 2014-15

Priority	2013-14			2014-15		
	Total	On Time	%	Total	On Time	%
Priority 1 - 24 Hours	800	757	95%	1 471	1 315	89%
Priority 2 - Within 3 Days	1 399	1 080	77%	1 926	1 493	78%
Priority 3 - Within 5 Days	1 146	863	75%	2 162	1 535	71%
Priority 4 - Within 10 Days	1 292	1 038	80%	1 629	1 003	62%
Total	4 637	3 738		7 188	5 346	

SUBSTANTIATIONS OF HARM

While not a Budget Paper 3 Key Performance Indicator, substantiations of harm is an area that continues to be of interest to the public, practitioners and policy makers alike. Of the 6 870 finalised investigations undertaken in 2014-15 2,075 had a finding that substantiated abuse or neglect. While the proportion of substantiated abuse to completed investigations remains relatively stable, there is an overall increase in the number of children found to have been harmed, or at risk of harm.

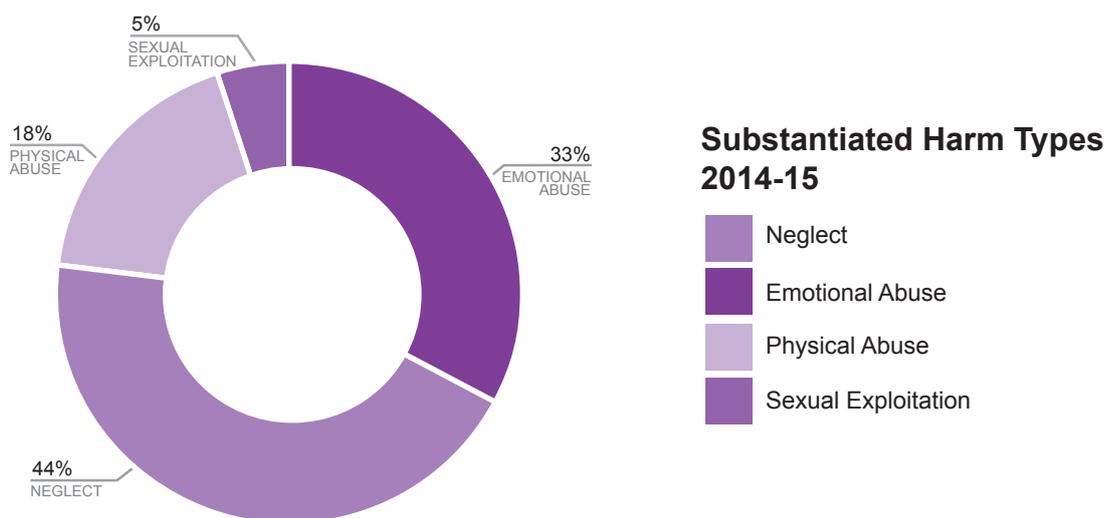
When completing a child protection investigation child protection practitioners are required to indicate which of the four harm types they are substantiating. The four definitions that apply are:

- **Neglect:** Any serious acts or omissions by a person having the care of a child that, within the bounds of cultural tradition, constitute a failure to provide conditions that are essential for the healthy physical and emotional development of a child; or
- **Emotional Abuse:** Any act by a person having the care of a child that results in the child suffering any kind of significant emotional deprivation or trauma. Children affected by exposure to family violence are also included in this category .
- **Physical Abuse:** Any non-accidental physical act inflicted upon a child by a person having the care of a child;
- **Sexual Exploitation:** Any act by a person, having the care of a child that exposes the child to, or involves the child in, sexual processes beyond his or her understanding or contrary to accepted community standards;

Chart 4 shows that in 2014-15, neglect of children was the most substantiated form of harm in the Northern Territory (43 per cent). Sexual exploitation was the least substantiated form of harm at five per cent, although this has increased from previous years.

Increase in substantiated sexual exploitation can be attributed to the January 2014 amendment to the *Care and Protection of Children Act* regarding investigation of harm to children in care, which has enabled the Department to respond to concern for a child regardless of the relationship the child has with the person believed responsible for the harm.

CHART 5: SUBSTANTIATED HARM TYPES FOR 2014-15



OUT OF HOME CARE SERVICES

Out of Home Care Services are those provided to children in the care of the Chief Executive Officer. These include placement and case management, as well as recruitment, assessment of and support to carers to provide placement options for children. Table 5 outlines the Department’s achievements against Budget Paper 3 Key Performance Indicators for this sub output.

TABLE 5: CHILD PROTECTION KEY DELIVERABLES 2013-14 TO 2014-15

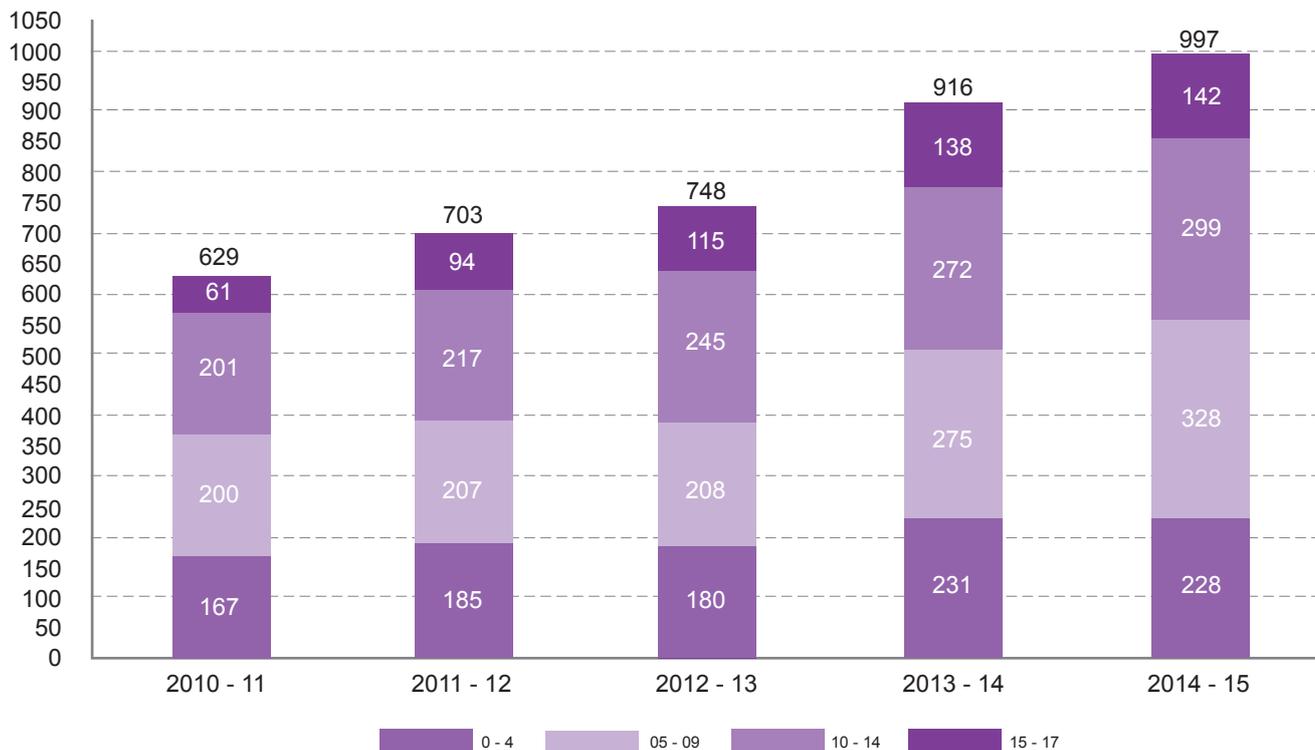
Key Deliverables	2013-14 Actual	2014-15 Estimate	2014-15 Actual
Children in Out of Home Care at 30 June (number)	918	980	997
Days of Out of Home Care	299,725	340,000	343,980
Children admitted to Out of Home Care (number)	396	330	335
Proportion of children on a care and protection order who exited care after less than 12 months who had 1 or 2 placements	95%	67%	89%

Demand for out of home care services has increased in 2014-15. The Department provided over 343 000 days of out of home care and had 997 children in care at 30 June 2015. This is higher than the 319 000 days of care and 850 children in care anticipated in the 2014-15 Budget Papers.

As at 30 June 2015, there were 997 children in out of home care in the Northern Territory, an increase from 918 children at the same time in 2014. This represents a 8.6 per cent increase over the last 12 months and accounts for a 15 per cent increase in the total number of days of out of home care provided by the Department over the period.

Increased demand in out of home care is not only as a result of increasing numbers of children in care. Children are remaining in care for longer periods, and as at 30 June 2015, there were 486 children in care who will be in care of the Chief Executive Officer until they turn 18 years of age. This is an increase from 30 June 2014 when there were 437 children in care until the age of 18. Chart 6 shows the growth in the number of children in out of home care at 30 June by age group. This chart highlights that growth in the numbers of children in out of home care is occurring across all age groups.

CHART 6: NUMBER OF CHILDREN IN OUT OF HOME CARE, 30 JUNE, PAST FIVE YEARS BY AGE GROUP*



*Note numbers may differ slightly from those previously published due to the retrospective entry of data

Of the 997 children in out of home care, at 30 June 2015:

- 48 per cent were in either foster or kinship care households;
- 33 per cent were in purchased home based care arrangements;
- 10 per cent were in residential care facilities; and
- nine per cent were placed in other arrangements such as group home services and independent living arrangements.

In 2014-15 the Department of Children and Families continued to implement its reforms to out of home care services and the out of home care service system. This included:

- working with the Australian Childhood Foundation to develop and implement a therapeutic residential care model within the Department’s residential care services; and
- awarding the contract for the Tennant Creek Community-Based Children’s Care Service to Lifestyle Solutions. The Community Based Children’s Care Service will enable young children in care aged 0 - 12 years, to remain closer to their families and community.

During 2014-15 the Department increased foster and kinship carer households by five per cent. On 30 June 2015 there were 434 households compared to 414 the same time last year. The Department of Children and Families has also increased the standard of carer, quality and suitability of households and ensured all carers were assessed and approved. The setting of a new standard of care will ensure increased longevity of carer households and improve the outcomes of children in care.

In August 2014, the Department introduced the Concerns for the Safety of Children in Care policy. This policy was designed to ensure that the Department adequately responds to any and all concerns that allege a child in care is unsafe.

In 2014 -15 the Foster and Kinship Carer Excellence Awards and the Foster and Kinship Regional Service Awards were combined into one event held in Darwin, Katherine, Alice Springs, Tennant Creek and Nhulunbuy. This provided the award recipients with the opportunity to be acknowledged and celebrated by their family, friends, fellow carers, service providers and their regional community. Seventeen Foster and Kinship Carer Excellence Award recipients from 12 households were presented their awards by the Minister for Children and Families at the events in Darwin and Alice Springs.

Family and Parent Support Services are those that provide targeted support to vulnerable families to prevent their children entering the child protection system and assist them to improve the wellbeing of their children. The Department of Children and Families funds crisis support services and the delivery of remote Women's Safe Places. The Department also undertakes regular monitoring of high risk families through ongoing child protection cases. Table 6 outlines the Department's achievements against Budget Paper 3 Key Performance Indicators for Family and Support Services.

TABLE 6: FAMILY AND PARENT SUPPORT SERVICES, UTILISED AS A RESULT OF DOMESTIC VIOLENCE

Key Deliverables	2013-14	2014-15	2014-15
		Estimate	
Clients accessing crisis support services, as result of domestic violence through:			
NGO Providers	2 927	2 000	3 474 ^T
Remote Women's Safe Places	504	510	410

Notes:
 1. The total number of clients who accessed Domestic and Family Violence services in 2014-15 is reported as 3 474. This figure was derived from the Australian Institute of Health and Welfare, Specialist Homelessness Services Collection, National data collection and included clients who have a range of reasons for accessing crisis accommodation services. This is an increase, due to general demand across all services; and one large service having a shorter length of stay an increase in number of clients.

The Department of Children and Families provide a range of services under the Family and Parent Support Services sub output. As at 30 June 2015, the Department was working with the parents and caregivers of 1 066 children who had been assessed to be at risk, but whose situation did not warrant them coming into care. The Department also operated Women's Safe Places and provided crisis accommodation to 410 women and 418 accompanying children escaping family violence.

In 2014-15, 61 community based Safety Coordination Groups occurred to provide a multi-agency coordinated child safety and family support response to 252 referrals across remote communities. There were 1 943 community based family support service activities and 3 265 therapeutic counselling activities delivered in remote communities by the Department of Children and Families.

In order to improve services delivered to families, in 2014-15, the Department introduced the Family Intervention Framework to describe the type of supports that the Department will provide and fund.

The four types of intervention are:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Child Safety Intervention - for families with low to moderate child safety concerns to prevent future child abuse or neglect; • Intensive Family Preservation - for families with high level child safety concerns, to prevent the removal of the child into the care of the Chief Executive Officer; | <ul style="list-style-type: none"> • Reunification Support - for families where the child has been removed and intensive support is required to reunify the child with their family; and • Relative and Kinship Carer Support - support to kinship carers who are caring for a related child that is in the care of the Chief Executive Officer. |
|--|--|

In 2015-16, the Department will prioritise the implementation of the Intensive Family Preservation and Reunification services to ensure children are able to remain safely with their families or be safely returned to them.

The Department of Children and Families will also be working to build staff capacity to promote child sexual abuse prevention strategies with children and young people and to respond effectively to inappropriate sexual behaviours, including behaviours of concern by:

- supporting children and young people, families and care givers to implement child sexual abuse prevention strategies and activities; and
- supporting Departmental staff and caregivers to understand, identify and effectively respond to sexual behaviours of children and young people, including concerning sexual behaviours.

PART 3 - OUR PEOPLE

The Department of Children and Families workforce comprised of 607 full time equivalent (FTE) employees across the Northern Territory at 30 June 2015.

Nationwide, significant difficulty is being experienced recruiting and retaining staff in child protection occupational groups at a time of increasing demand. The Department is engaging in a number of initiatives to tackle this challenge, including short term initiatives such as additional recruitment drives and improved recruitment practices and longer term, the Department is developing a comprehensive workforce development plan to attract, recruit and retain employees.

As can be seen in Table 7, an early result of the implementation of new recruitment practices has been an improvement in employment stability, with ongoing (permanent) employment increasing by 23 employees. Casual employment numbers decreased in response to changes to residential care staffing requirements and some transitioning from casual employment to ongoing and fixed period employment.

TABLE 7: DEPARTMENTAL EMPLOYEE SNAPSHOT SUMMARY 2013-14 AND 2014-15

Number of Employees	2013-14	2014-15
Full-time equivalent	646	607
Part-time	127	76
Ongoing (permanent)	542	565
Fixed period (temporary/contract)	121	114
Casual	51	37

DEPARTMENTAL STAFF BY CLASSIFICATION

The Department of Children and Families is committed to prioritising employment for direct frontline service delivery. Table 8 outlines the staff by classification. The most common classification within the Department in 2014-15 was the professional stream, comprising of 44 per cent of our workforce. Throughout the reporting period there were 87 commencements of professional stream Child Protection Workers. In addition, 57 percent of our employees provided direct frontline services to the community, 19 per cent provided indirect support to frontline services, with the remaining employees supporting Departmental business, for example, those staff in policy or corporate service areas.

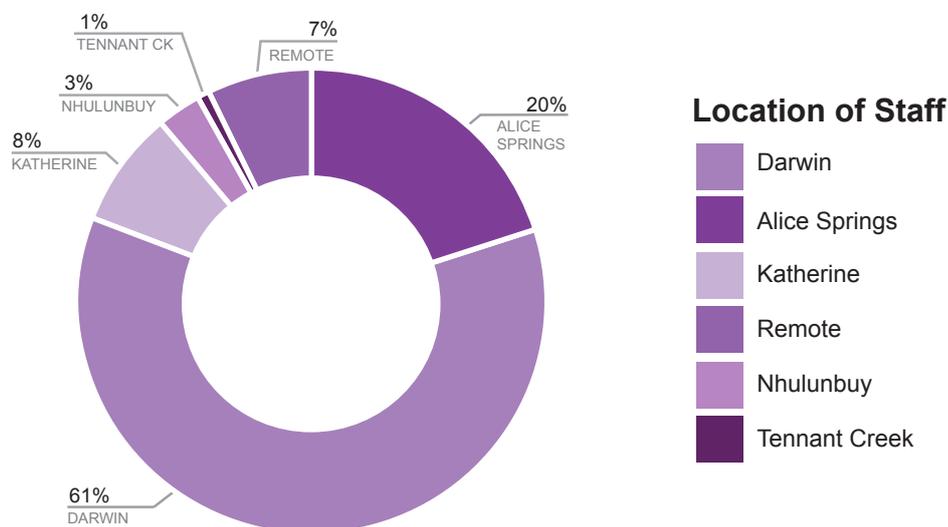
TABLE 8: TOTAL DEPARTMENT OF CHILDREN AND FAMILIES STAFF BY CLASSIFICATION AT 30 JUNE 2014 AND 2015.

Staff	Full Time Equivalent Staff as at 30 June 2014	Full Time Equivalent Staff as at 30 June 2015	Staff	Full Time Equivalent Staff as at 30 June 2014	Full Time Equivalent Staff as at 30 June 2015
Administrative Officer 2	14	14	Professional 1	46	68
Administrative Officer 3	67	56	Professional 2	102	87
Administrative Officer 4	76	76	Professional 3	87	72
Administrative Officer 5	22	18	Senior Professional 1	24	31
Administrative Officer 6	60	50	Senior Professional 2	9	6
Administrative Officer 7	36	27	Executive Contract Officer 1	5	6
Senior Administrative Officer 1	16	17	Executive Contract Officer 2	7	6
Senior Administrative Officer 2	11	12	Executive Contract Officer 3	1	1
Physical 4	62	59	Executive Contract Officer 5	1	1
Total				646	607

STAFF LOCATION

The Department of Children and Families has staff in 25 locations across the Northern Territory. As detailed in Chart 7 Darwin has the greatest representation of staff it is a location providing services to clients across the Top End, with 61 per cent of staff based in Darwin. Twenty per cent of staff are based in Alice Springs, with seven per cent of Departmental staff based in remote locations including Ti Tree, Wadeye (Port Keats), Yarralin, Yirrkala, Yuendumu, Alyangula, Angurugu, Beswick (Wugularr), Borroloola, Daly River (Naiyu Nambiyu), Elliott, Galiwinku, Gunbalanya (Oenpelli), Hermannsburg/Ntaria, Kalkarindji (Wave Hill), Lajamanu (Hooker Creek), Maningrida, Nguiu (Bathurst Island), Ngukurr (Roper River), and Ramingining.

CHART 7: LOCATION OF STAFF



DIVERSITY AND INCLUSION

The Department of Children and Families aims to have a workforce demographic that is representative of the community it serves. The Department continues to encourage increased participation from all groups.

Table 9 presents information on selected demographics for staff at the Department of Children and Families. Twenty one per cent of the Department's workforce self-identified as being Indigenous. This significantly exceeds the Northern Territory Public Sector Indigenous Employment and Career Development Strategy 2015-2020 target of 9.3 per cent for the whole of Government at June 2015.

The percentage of women holding senior management roles also exceeds the Northern Territory Public Sector target, 79 per cent of roles at the Senior Administrative Officer 2/Senior Professional 2 level and above are occupied by women.

TABLE 9: SELECTED PEOPLE DEMOGRAPHICS AS AT 30 JUNE 2015

EEO Group	Number of People	% of Workforce	NTPS Target
Aboriginal and Torres Strait Islander	139	21%	10%
Women	553	77%	No Target
Women in leadership (SAO2/SP2 and above)	27	79%	43%

Note: Numbers in this table should not be compared with numbers in Tables 7 or 8 as the above reflect staff rather than FTE.

WORKPLACE HEALTH AND SAFETY

The Department of Children and Families is committed to protecting and maintaining the health and safety of our staff, clients, contractors, volunteers and visitors. The Department continued to work within the Work Health and Safety Management System Framework, established in May 2014.

To support our workforce, Department of Children and Families staff are able to access the Northern Territory Public Sector Employee Assistance Program. Employees across the Northern Territory continued to utilise the services under this program through a choice of four service providers. This program offers employees and their direct family members up to five free confidential counselling sessions to assist with work-related issues or personal concerns. Career guidance is also available. In 2014-15 a total of 548 Employee Assistance Program sessions were taken up by staff members and their families.

Table 10 outlines the Work Health and Safety Incidents reported during 2013-14 and 2014-15. There has been an overall increase in the number of incidents reported when compared with last year. The increase in the number of incidents reported can be attributed to a better awareness and uptake of lodging incident reports, behavioural complexities of clients, and the case environments. In addition, in 2013-14 incidents relating to children in care had not been captured as work health and safety incidents.

In 2014-15 Work Health Safety initiatives included:

- fire warden training;
- working with Complex and Demanding Clients training workshops;
- fitting out Department vehicles with emergency equipment including first aid kits and water containers;
- a morning tea fundraiser was held for the national “Melanoma March” to raise awareness of melanoma risks and prevention; and
- free flu vaccinations were offered to all employees as a wellbeing initiative.

TABLE 10: WORK HEALTH AND SAFETY INCIDENTS REPORTED

Incident Type	2013-14	2014-15
Being hit by objects	10	27
Biological factors	2	2
Body stressing (muscular strain)	3	3
Chemicals and substances	3	0
Environmental factors	2	2
Hazard	5	4
Hitting objects	0	3
Mental factors	10	9
Slips, trips and falls	14	9
Vehicle incidents and other	5	8
TOTAL	54	67

WORKERS' COMPENSATION

During 2014-15, nine new claims for workers' compensation were received and nine cases were resolved. At 30 June 2015 there were 16 open compensation claims. The Department continues to support the safe return of injured workers to work.

TABLE 11: WORKER'S COMPENSATION CLAIMS

Workers' Compensation Claims	2013-14	2014-15
Claims as at 1 July 2013-2014	11	16
New Claims	12	9
Claims resolved	8	9
Open Claims as at 30 June 2014-2015	16	16
Employees currently receiving workers' compensation payments	7	12

Department of Children and Families employees participated in the Northern Territory Government 2014 People Matter Survey. The survey was an opinion-based survey that aimed to measure employees' experience in their profession, work area, agency, and the NTPS as a whole and is conducted biennially. Two hundred and ninety nine Department of Children and Families employees responded, which was a 47 per cent response rate.

The Department's strengths included ethical behaviour, worthwhile employee contribution to Agency outputs and support provided to employees. Areas where there were potential for improvement included communications and change management.

In response to the People Matter Survey results, Executive Directors are working with their divisions to address and improve areas of concern. Notably the Executive Leadership Group commenced leadership development in organisational cultural change. Further initiatives planned for 2015-16 developing improved communication strategies incorporating such mechanisms as regular town hall meetings to improve two way communications.

HUMAN RESOURCE SERVICES

Human Resource Services works in partnership with Divisions to provide strategic human resources and consultancy services in addition to employment services. The range of support provided includes:

- employee relations advice and support;
- employment services: eRecruit, pre-employment compliance;
- case management advice and support;
- work health and safety;
- workforce data reporting;
- human resource policy advice; and
- building human resource management capability.

PROFESSIONAL DEVELOPMENT AND TRAINING OF THE DEPARTMENT

The Department of Children and Families has a mandatory general induction program, to ensure that new personnel, regardless of their role within the organisation, have the opportunity to gain a big picture perspective about the Department's functions and how these assist in the achievement of the mission to improve the lives of vulnerable children and support their families and communities to keep them safe.

To ensure a quality child protection service is delivered, the Department of Children and Families requires new frontline staff to undertake a suite of training programs prior to commencing their direct contact with children and families. The Department ensures that an understanding of culture is a key aspect of all training offered. Training is delivered in the workplace and online, as well as in classrooms. This is supported by a competency framework which ensures that managers check that skills and learning acquired in training sessions are being translated into work practices.

Practice improvement was a strong focus in the training and development of Departmental staff in 2014-15, including foster carers and non-government partners. Training topics included:

- engaging and interviewing children;
- court and legal training;
- case management;
- strengths-based practices;
- child protection practice in the context of Aboriginal culture; and
- child protection practice in the context of domestic and family violence, substance abuse and mental illness.

A new pre-registration induction program, comprising 6 x 2 hour sessions, was offered for foster carers in Darwin, Katherine and Alice Springs, to help prepare for welcoming a foster child. Appreciating and maintaining a child's cultural connections is a strong theme within this training.

Departmental residential care workers undertook specialist skills training in suicide intervention (Applied Suicide Intervention Skills Training) and youth engagement.

PART 4 - GOVERNANCE

Corporate governance is the means by which the Department of Children and Families directs and controls its operations to enable it to achieve set objectives and meet its responsibilities. It is about promoting the Department of Children and Families as a public sector organisation that is open, accountable and transparent in its operation and application of standards and legislation. Corporate governance also guides the way the staff conduct themselves in carrying out their business.

In 2014-15, the Department of Children and Families completed a number of key reforms designed to improve corporate governance across the Department. The Executive Leadership Group developed a new 2015-17 Strategic Plan and a Risk Management Framework was completed. The Risk Management Framework will be further enhanced in 2015-16 with the implementation of a more rigorous divisional and business unit planning process, and monitored through a revised Audit and Risk Management Committee membership.

OUR LEGISLATION

The Department of Children and Families works within a statutory framework to deliver child protection investigations and assessments to seek and provide out of home care and family support services and has responsibility for the administration of the following Acts and Regulations:

- *Adoption of Children Act;*
- Adoption of Children Regulations;
- *Care and Protection of Children Act 2007;*
- Care and Protection of Children (Placement Arrangement) Regulations;
- Care and Protection of Children (Screening) Regulations;
- Care and Protection of Children (Mediation Conferences) Regulations; and
- *Guardianship of Infants Act.*

The Department of Children and Families is also bound to act in accordance with the relevant provisions in a number of other pieces of legislation, most notably:

- *Public Sector Employment and Management Act;*
- *Financial Management Act; and*
- *Information Act.*

AMENDMENTS TO LEGISLATION

In 2014-15, the Department coordinated amendments to the *Care and Protection of Children Act* to provide for a new form of order known as a Permanent Care Order. Permanent Care Orders provide an option to support permanent and stable care for children, where reunification with family is not possible.

In 2014-15, the Department of Children and Families operated six governance committees to support the Executive Leadership Group in carrying out its responsibilities in providing leadership on key issues affecting the agency. These committees met regularly to approve various agency policies, procedures and delegations to ensure continued compliance with legislation.

EXECUTIVE LEADERSHIP GROUP (ELG)

Role: The Executive Leadership Group assists the Chief Executive Officer with the strategic management and operation and policy direction of Department of Children and Families. The Executive Leadership Group met monthly during 2014-15 and was responsible for setting and overseeing the governance standard and ethos that staff draw on in their work. The key functions of the Executive Leadership Group were to:

- set the strategic direction and objectives for the Department;
- develop and oversees the implementation of strategic plans, policies and programs;
- monitor the performance against plans and targets;
- monitor the financial expenditure for the agency;
- oversee the strategic management of human resources;
- oversee the corporate governance arrangements; and
- consider other matters as appropriate.

Membership:

- Chief Executive Officer (Chair);
- Deputy Chief Executive Officer;
- Executive Directors and Regional Executive Directors; and
- Chief Financial Officer.

EXECUTIVE LEADERSHIP GROUP (ELG)

AUDIT AND RISK MANAGEMENT COMMITTEE

Role: Provides independent and objective advice to assist the Chief Executive Officer in discharging her responsibilities as the Accountable Officer under the *Financial Management Act*. The Committee:

- monitors strategic risks and the adequacy of controls established to manage identified risks;
- monitors and reviews the adequacy of policies, practices and procedures in relation to their contribution to, and impact on, the Department's internal control environment;
- monitors the internal audit function including development of audit programs and monitoring of audit outcomes and the implementation of recommendations;
- reviews financial statements and other public accountability documents (such as annual reports) prior to their approval by the Chief Executive Officer;
- assesses the state of organisational governance and recommends strategies for improvement;

- liaises with external auditors regarding audits conducted and respective audit plans;
- approves the annual internal audit plan and terms of reference for internal audit activity; and
- undertakes other functions as determined by the Chief Executive Officer.

Membership:

- Antoni Murphy (Chair, Power and Water Corporation);
- Dean Gardner (DoH);
- Deputy Chief Executive Officer; and
- Executive Director Finance and Corporate Services.

AUDIT AND RISK MANAGEMENT COMMITTEE

CLIENT INFORMATION MANAGEMENT COMMITTEE

Role: The Department of Children and Families' information management is provided by the Department of Health through a shared service arrangement. The Department of Children and Families has an internal Information Management Group that identifies key issues and priorities which are raised with the Department of Health Chief Information Officer.

Membership:

- Deputy Chief Executive Officer;
- Executive Director of Professional Practice; and
- Chief Information Officer Department of Health.

CLIENT INFORMATION MANAGEMENT
COMMITTEE

OUT OF HOME CARE COORDINATING COMMITTEE

Role: Coordinates and supports the improvement of out of home care services in the Northern Territory. The purpose of the Out of Home Care Coordinating Committee is to:

- provide executive level oversight and support to projects focussed on improving the outcomes of children in out of home care through the prioritisation of resources, expertise and program responses across the Department;
- direct and authorise project teams to advance reform projects;
- monitor the progress and impact of projects and intervene where necessary;
- debate and consider decision points and critical issues arising from service delivery for children in care; and
- coordinate internal and external communication relating to projects and improvements.

Membership:

- Deputy Chief Executive Officer (Chair);
- Executive Director Finance and Corporate Services;
- Chief Financial Officer;
- Executive Director of Service Development and Policy;
- Executive Director Professional Practice;
- Executive Director Out of Home Care;
- Regional Executive Directors; and
- Senior Director Strategic Reform.

OUT OF HOME CARE COORDINATING
COMMITTEE

PRACTICE INTEGRITY WORKING GROUP (PIWG)

Role: Provides a forum to develop integrated and systemic responses to improve the Department of Children and Families' practice and performance across family support, child protection and out of home care services. The group is chaired by the Deputy Chief Executive Officer of the Department.

Membership:

- Deputy Chief Executive Officer (Chair);
- Executive Director Service Development and Policy;
- Executive Director Professional Practice;
- Senior Manager Planning and Development;
- Executive Director Out of Home Care; and
- Regional Executive Directors.

PRACTICE INTEGRITY WORKING GROUP
(PIWG)

WORK HEALTH AND SAFETY COMMITTEE

Role: Advises the Chief Executive Officer, through the Executive Leadership Group on work health and safety issues to ensure the health and safety of workers and clients in the workplace. The Committee's role is to:

- oversee the implementation and ongoing review of the Work Health and Safety management system;
- endorse Work Health and Safety policies/guidelines after they have been circulated for consultation with workers; and
- provide strategic advice and/or recommendations on Work Health and Safety issues.

Membership:

- Membership as per the Executive Leadership Group.

WORK HEALTH AND SAFETY COMMITTEE

PROFESSIONAL DEVELOPMENT ADVISORY GROUP

Role: Provides advice on the development, implementation and delivery of professional development initiatives and programs across the Department of Children and Families.

Membership:

- Executive Director Service Development and Policy (Chair);
- Regional Executive Directors;
- Executive Director Remote Services;
- Executive Director Out of Home Care;
- Executive Director Professional Practice;
- Practice Advisors (all regions and remote services);
- Manager Carers and Residential Care (Top End and Central Australia);
- Senior Manager, Planning and Development;
- Senior Manager, Policy and Training; and
- Manager, Professional Development.

PROFESSIONAL DEVELOPMENT ADVISORY GROUP

AUDITS

Department of Children and Families staff conducted internal audits or reviews in a number of different areas and no major issues were identified. The Auditor General completed finance and compliance audits with no major issues identified.

FREEDOM OF INFORMATION

The Department of Children and Families is committed to open and transparent governance and responds to Freedom of Information requests when legally authorised to do so. The Department manages formal applications received under the Freedom of Information provision of the *Information Act* and has a small team who assist members of the public and other organisations to access government and personal information.

In 2014-15, 61 Freedom of Information applications were lodged and accepted by the Department of Children and Families under the provisions of the *Information Act*. Two were withdrawn before a decision could be made, one application was rejected and the remaining applications were processed.

The Department was served with 78 court orders for production of material on Subpoena, Summons and Section 69ZW (Family Court) matters in 2014-15. Section 69ZW requests are those sent directly by a Family Court Justice, requesting copies of notifications, assessments and investigation reports to be produced prior to a set court date. In addition, there were eight Coroner's warrants received by the Departmental Information Privacy team during this period.

The Department of Children and Families continues to monitor and make improvements to its information and records management policies and practices to ensure proper preservation of records and compliance with Records Management Standards for Public Sector Organisations in the Northern Territory.

COMPLAINTS

Complaints are a valued component of the Department of Children and Families continuous improvement processes. They allow staff to understand client and stakeholder views about the quality of the services provided. In addition, the Department of Children and Families funded the Foster Carers Association of the northern Territory to provide advocacy services for foster carers.

In 2014-15 the Department of Children and Families received 203 complaints. Of the 203 complaints received, 192 complaints were resolved and 11 remained ongoing as at 30 June 2015. During 2014-15 complaints processing continued to be improved, resulting in the majority of complaints being resolved within 13 days, compared to 21 days in 2013-14.

TABLE 12: COMPLAINTS RECEIVED, RESOLVED AND OUTSTANDING

	2013-14	2014-15
Complaints Received	145	203
Complaints Resolved	141	192
Average number of days taken to resolve complaint	21	13
Complaints Ongoing	4	11

DIVISIONAL PERFORMANCE ASSURANCE AND COMPLIANCE FORUMS

In 2014-15, the Department of Children and Families introduced and conducted Divisional Performance, Assurance and Compliance forums across several operational areas of the agency.

The process focuses the agency and its operations on key Departmental and Northern Territory Government responsibilities and requirements. The forums allowed the opportunity for senior executive staff to sit formally across from a Regional Executive Director and the local management team to openly question the region's performance, and to discuss options to improve accountability and performance as prescribed in legislation and the Department's operating policies and procedures.

There were four forums held; two in Darwin, one in Katherine and one in Alice Springs, in 2014-15. Staff from the region were encouraged to observe the proceedings and each forum was well attended by local staff. There were also a number of senior executive staff from other Government agencies invited to observe each of the forums.

THE NORTHERN TERRITORY CHILDREN'S COMMISSIONER

The Northern Territory Children's Commissioner routinely examines and reports on the Department of Children and Families' services to vulnerable children through the roles set out in *Children's Commissioner Act*. The Department of Children and Families works collaboratively with the Office of the Children's Commissioner to resolve any concerns about service delivery to vulnerable children.

In 2014-15 the Children's Commissioner:

- referred 49 complaints to the Department for investigation and resolution, of which 47 have been resolved and two are in the process of being resolved;
- commenced six investigations of complaints relating to service provided by the Department of Children and Families, of which four have been finalised, one where the complaint was withdrawn, and one ongoing. Of those that were finalised one investigation did not uphold the complaint and in the other three investigations the complaint was upheld;
- finalised seven complaint investigations, in which one investigation did not uphold the complaint and in the other six investigations the complaint was upheld; and
- undertook the regular audit of a sample of client case records as reported in the Children's Commissioner's Annual Report.

Department of Children and Families has accepted each of the three recommendations made by the Children's Commissioner in 2014-15. Each recommendation was case specific and has been addressed by the Department.

CORONIAL INQUIRIES

In 2014-15 there was one coronial inquest released relating to the death of a child in care. The death occurred in January 2013. It was recommended the Department of Children and Families assist the Department of Health to improve access to health advice for foster carers. This recommendation has been implemented.

ROYAL COMMISSION INTO INSTITUTIONAL RESPONSES TO CHILD SEXUAL ABUSE

The Royal Commission into Institutional Responses to Child Sexual Abuse commenced in January 2013 and is investigating institutional systems that have failed to protect children from sexual abuse. In 2014-15 the Department of Children and Families has worked cooperatively with the Royal Commission to provide information on current and historical policies, procedures and actions taken in response to allegations of sexual abuse in out of home care. The Department of Children and Families has:

- responded to Notices to Produce concerning the details of alleged sexual exploitation of children in care;
- attended three cross-jurisdictional roundtable discussions;
- provided a number of statements and evidence at the public hearing into the Retta Dixon Home; and
- provided further submissions and evidence at a public hearing into out of home care.

WELFARE SUPPORT AND RECOVERY

As leader of the Welfare Group, the Department of Children and Families played a key role in the Northern Territory Government's response to and recovery from Severe Tropical Cyclone Lam and Tropical Cyclone Nathan, which struck the Top End in February and March 2015.

Following Severe Tropical Cyclone Lam, two evacuation centres were established - one in Darwin for almost 400 residents from the Waruwi community who had to be evacuated and one in Galiwinku where a significant number of houses were no longer habitable. Teams were also deployed each day over a four week period to the West Arnhem communities of Galiwinku, Ramingining, Milingimbi and Gapuwiyak to undertake assessments for payments under the Natural Disaster Relief and Recovery Arrangements (NDRRA). With Tropical Cyclone Nathan expected to follow a similar path, the residents of Waruwi were again evacuated to Darwin and the evacuation centre in Darwin was re-established from 23 March to 25 March 2015.

The effects of Tropical Cyclone Nathan extended the number of communities and homelands requiring Natural Disaster Relief and Recovery Arrangements assessment and payments.

A small dedicated group of staff from the Department of Children and Families and the Department of Local Government and Community Services visited many of these homelands to undertake assessments for Natural Disaster Relief and Recovery Arrangements payments.

Across both events, the Department processed more than 3 200 applications for assistance, and more than \$1.8 million in immediate relief payments were allocated to affected residents. In June 2015 the Arnhem Land Progress Aboriginal Corporation commenced a project to provide replacement household items, such as fridges, washing machines and bedding.

Responding to two events in quick succession presented many challenges for the Department's operations and staff, who remained dedicated to the recovery process, often in difficult conditions. A number of government and non-government agencies and volunteers assisted and supported the Department in this work, notably:

- Australian Government Department of Human Services;
- Australian Red Cross;
- St Vincent de Paul;
- The Darwin Show Society
- Foodbank Northern Territory;
- Northern Territory Emergency Services;
- Department of Local Government and Community Services;
- Department of Education;
- Department of Correctional Services; and
- Department of Health.

FINANCIAL STATEMENT OVERVIEW

The Department of Children and Families provide services to respond to reports of children being harmed, including the provision of care for children who cannot remain safely at home. The Department plays a key role in supporting families to provide a safe environment for children. The Department has limited capacity to control demand for services or the cost of care as this is based on the individual needs of a child and the market price for services.

The Department's output groups are Children and Families and Corporate and Governance. Within the Children and Families output group are three sub outputs: Child Protection Services; Out of Home Care Services; and Family and Parent Support Services. Further details on the Department's financial performance by output can be located in notes to the Financial Statements and in the Performance section of this Annual Report, referenced as follows:

- refer to Note 3 to the Financial Statements for expenditure reporting by output groups with a comparative to 2013-14; and
- Part II Performance on page 13 of this Annual Report.

A summary of key results comparing the Comprehensive Operating Statement and the Balance Sheet in 2014-15 and 2013-14. Refer to Note 21 of the Financial Statements for budgetary and expenditure reporting relevant to these statements with variation explanations.

COMPREHENSIVE OPERATING STATEMENT (FINANCIAL PERFORMANCE)

The Department's financial performance resulted in an operating deficit of \$6 million against a budgeted \$1 million deficit. The higher than budgeted deficit relates primarily to an overspend of \$3.9 million due to the rising cost for out of home care services.

Table 13 summarises the total income and expenditure over the 2014-15 year compared with 2013-14. The higher income and expenditure in 2014-15 reflects an increase in the cost of providing out of home care services for additional children in care. In 2014-15, Government provided an additional \$8.5 million in revenue for this purpose, which was offset slightly by minor reductions. A more detailed analysis of Income and Expenditure is provided in the sections.

TABLE 13: COMPARISON BETWEEN YEARS OF INCOME AND EXPENDITURE

	2014-2015	2013-14	Variation	
	\$000	\$000	\$000	%
Operating Income	174,576	166,660	7,916	4.7
Operating Expenses	180,832	161,650	19,182	11.9
Net Operating Result	(6,256)	5,010	(11,266)	224.9

INCOME

The Department's principal revenue source, representing \$147.4 million or 84.4 per cent of 2014-15 revenue, is output appropriation. Revenue provided by the Australian Government and other government agencies is the second source, totalling \$20.5 million or 11.7 per cent. The remaining \$6.7 million or 3.9 per cent is for goods and services received free of charge from the Department of Corporate and Information Services and own sourced revenue related to adoption services.

Total income of \$174.6 million was received by the Department which was in line with budget. Table 14 provides a breakdown of revenue by source for 2014-15 compared with 2013-14 with noted key variations.

TABLE 14: COMPARISON BETWEEN YEARS OF INCOME BY SOURCE

	2014-2015	2013-14	Variation	
	\$000	\$000	\$000	%
Grants and Subsidies	4,650	2,442	2,208	90.4
Output Appropriation	147,426	139,588	7,838	5.6
Australian Government Appropriation	15,800	17,879	(2,079)	(11.6)
Other Income	6,700	6,751	(51)	(0.8)
Total Income	174,576	166,660	7,916	4.7

Key Variations:

1. An increase of \$2.2 million in grants and subsidies revenue due to additional Australian Government funding provided for Mobile Child Protection Teams and Women's Safe Houses.
2. An increase of \$7.9 million in output appropriation for out of home care services and to respond to Severe Tropical Cyclone Lam and Tropical Cyclone Nathan, offset by minor reductions for departmental efficiencies.
3. A decrease of \$2.1 million in Australian Government appropriation associated with the National Partnership Agreement on Stronger Futures in the Northern Territory. This decrease was offset by the increase in grants and subsidies provided for continuation of program delivery.
4. A minor decrease of \$0.5 million in other income related to goods and services provided free of charge by Department of Corporate and Information Services and revenue received for adoption services.

EXPENSES

Departmental expenditure is predominately related to the purchase of goods and services from external service providers. In 2014-15 approximately \$104 million or 58 per cent of expenditure was in payments to external providers for goods and services. The remainder includes: 37 per cent for salaries and wages; and five per cent for non-cash administrative expenditure (Part 6 of this Annual Report provides further information on external service providers).

In 2014-15 the Department operated to an expenditure budget of \$177 million, with actual expenditure of \$181 million. This equated to an overspend of \$3.9 million or two per cent, attributable to the rising cost for out of home care services as the number of children in care has increased. Table 15 provides a breakdown of expenses by category for 2014-15 compared with 2013-14 with noted key variations.

TABLE 15: COMPARISON BETWEEN YEARS OF EXPENSES BY CATEGORY

	2014-2015	2013-14	Variation	
	\$000	\$000	\$000	%
Employee	67,213	67,448	(235)	(0.3)
Administrative				
Purchase of Goods and Services	17,340	18,236	(896)	(4.9)
Repairs and Maintenance	367	699	(332)	(47.5)
Depreciation	1,473	1,058	415	39.2
Goods and Services Free of Charge	6,139	5,920	219	3.7
Other Administrative	235	336	(101)	(30.1)
Grants and Subsidies	88,065	67,953	20,112	29.6
Total Expenses	180,832	161,650	19,182	11.9

Key Variations:

1. A minor reduction of \$0.2 million in payments to employees. For the quarter January to March 2014-15 the Department recorded 606 employees compared with 634 in 2013-14.
2. A reduction of \$0.9 million for the purchase of goods and services. This was mainly for planned efficiencies in corporate operating costs including fleet management, travel and communications.
3. A reduction of \$0.3 million in repairs and maintenance in line with a reduction to budget. The budget reduction resulted from a program error where the allocation for a Departmental asset was provided to another department.
4. An increase of \$ 0.4 million in depreciation as additional assets built in remote communities were capitalised in late 2013-14 and 2014-15 and subsequently commenced depreciating in 2014-15. The increase includes a correction to the value of depreciation recorded after the discovery of a system calculation error, a legacy of the former Northern Territory Government asset system that was decommissioned in 2013-14.
5. An increase of \$0.2 million for goods and services received free of charge from the Department of Corporate and Information Services. This difference has no impact on the operating result of the department as it is fully offset by an equivalent notional revenue amount.
6. A reduction of \$0.1 million in other administrative expenses which is the net of recognition of a doubtful debt in 2013-14 and the recognition of an revaluation increment in 2014-15.
7. An increase of \$20.1 million in grants and subsidies due to an increase in cost for the provision of care for children and emergency relief and household goods replacement payments for Severe Tropical Cyclone Lam and Tropical Cyclone Nathan.

BALANCE SHEET (FINANCIAL POSITION)

The balance sheet shows the Department's net worth or the financial health of the agency. It records the balances for assets, liabilities and equity (net of assets and liabilities).

The Department's assets comprise of cash, receivables and property (land and buildings). The majority of assets relate to the value of land and buildings (\$14.5 million) and are utilised for the delivery of out of home care services. Note 9 of the Financial Statements provides for information on the Department's land and buildings.

The Department's liabilities comprise payables (future payments to creditors) and provisions related predominantly to employee benefits. Table 16 provides a summary of assets and liabilities for 2014-15 compared with 2013-14 with noted key variations.

TABLE 16: BALANCE SHEET

	2014-2015	2013-14	Variation	
	\$000	\$000	\$000	%
Assets	21,759	26,428	(4,669)	(17.7)
Liabilities	14,511	13,525	986	7.3
Equity	7,248	12,903	(5,655)	(43.8)

Key Variations:

1. A reduction of \$4.7 million in assets from a budgeted use of cash that was received from the Australian Government in a previous year and a net reduction in the value of property assets after an increase from revaluation and a decrease from annual depreciation.
2. A net increase of \$1.0 million in liabilities related to an increase in unpaid creditors. This occurred due to a timing variance between when services were provided (recorded as a liability) and when invoices were received and paid (reducing the liability). Although timing variances occur quite commonly, in 2014-15 this was due primarily to a volume increase in payments to carers of children which the payment system struggled to respond to in the usually processing timeframes. A review will be carried out in 2015-16 to respond to the increase in demand, through improvements in processing efficiency. The increase in creditor liability was offset by a minor reduction in provisions for employee recreational leave as staff had utilised leave entitlements.

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Department of Children and Families have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* and Treasurer's Directions.

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2015 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.



ANNE BRADFORD
CHIEF EXECUTIVE OFFICER
30 September 2015



KIM CHARLES
CHIEF FINANCIAL OFFICER
30 September 2015

**COMPREHENSIVE OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2015**

		2015	2014
	Note	\$'000	\$'000
INCOME			
Grants and Subsidies Revenue			
Current		4,650	2,442
Appropriation			
Output		147,426	139,588
Commonwealth		15,800	17,879
Sales of Goods and Services		43	31
Goods and Services Received Free of Charge	4	6,139	5,920
Gains (Loss) on Disposal of Assets		-	(37)
Other Income		518	837
TOTAL INCOME	3	174,576	166,660
EXPENSES			
Employee Expenses		67,213	67,448
Administrative Expenses			
Purchase Goods & Services	6	15,172	15,638
Repairs and Maintenance		367	699
Property Management		2,168	2,598
Depreciation and Amortisation	9, 10	1,473	1,058
Goods and Services Received Free of Charge	4	6,139	5,920
Other Administrative Expenses		235	336
Grants and Subsidies			
Current		88,065	67,453
Capital		-	500
TOTAL EXPENSES	3	180,832	161,650
NET SURPLUS / (DEFICIT)		(6,256)	5,010
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		468	-
TOTAL OTHER COMPREHENSIVE INCOME		468	-
COMPREHENSIVE RESULT		(5,788)	5,010

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

BALANCE SHEET

AS AT 30 JUNE 2015

		2015	2014
	Note	\$'000	\$'000
ASSETS			
Current Assets			
Cash and Deposits	7	6,086	10,118
Receivables	8	1,064	567
Prepayments		164	170
Total Current Assets		7,314	10,855
Non-Current Assets			
Property, Plant and Equipment	9	14,445	15,568
Heritage and Cultural Assets	10	-	5
Total Non-Current Assets		14,445	15,573
TOTAL ASSETS		21,759	26,428
LIABILITIES			
Current Liabilities			
Payables	12	7,189	5,896
Provisions	13	5,835	6,027
Total Current Liabilities		13,024	11,923
Non-Current Liabilities			
Provisions	13	1,487	1,602
Total Non-Current Liabilities		1,487	1,602
TOTAL LIABILITIES		14,511	13,525
NET ASSETS		7,248	12,903
EQUITY			
Capital		28,938	28,805
Asset Revaluation Reserve (Land)	14	468	-
Accumulated Funds		(22,158)	(15,902)
TOTAL EQUITY		7,248	12,903

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 2015**

		Equity at 1 July \$'000	Comprehensive result \$'000	Transactions with owners in their capacity as owners \$'000	Equity at 30 June \$'000
	Note				
2014-15					
Accumulated Funds		(15,902)	(6,256)	-	(22,158)
		(15,902)	(6,256)	-	(22,158)
Asset Revaluation Reserve (Land)	14	-	468	-	468
Capital - Transactions with Owners					
Equity Injections					
Equity Transfers In		19,437	-	218	19,655
Other Equity Injections		18,364	-	-	18,364
Equity Withdrawals					
Capital Withdrawals		(8,292)	-	-	(8,292)
Equity Transfers Out		(704)	-	(85)	(789)
		28,805		133	28,938
TOTAL EQUITY AT END OF FINANCIAL YEAR		12,903	(5,788)	133	7,248
2013-14					
Accumulated Funds		(20,912)	5,010	-	(15,902)
		(20,912)	5,010	-	(15,902)
Asset Revaluation Reserve (Land)	14	-	-	-	-
Capital - Transactions with Owners					
Equity Injections					
Equity Transfers In		11,155	-	8,282	19,437
Other Equity Injections		18,364	-	-	18,364
Equity Withdrawals					
Capital Withdrawals		(8,272)	-	(20)	(8,292)
Equity Transfers Out		(704)	-	-	(704)
		20,543		8,262	28,805
TOTAL EQUITY AT END OF FINANCIAL YEAR		(369)	5,010	8,262	12,903

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 2014

		2015	2014
	Note	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Taxes Received			
Grants and Subsidies Received			
Current		4,650	2,442
Appropriation			
Output		147,426	139,588
Commonwealth		15,800	17,880
Receipts from Sales of Goods and Services		6,531	6,440
Total Operating Receipts		174,407	166,350
Operating Payments			
Payments to Employees		67,527	66,584
Payments for Goods and Services		22,847	31,633
Grants and Subsidies Paid			
Current		88,065	67,453
Capital			500
Total Operating Payments		178,439	166,170
Net Cash From /(Used In) Operating Activities	15	(4,032)	180
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Receipts			
Proceeds from Asset Sales	5	-	18
Total Investing Receipts		-	18
Investing Payments			
Purchase of Assets		-	-
Total Investing Payments		-	-
Net Cash From /(Used In) Investigating Activities		-	18
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Equity Injections		-	-
Total Financing Receipts		-	-
Financing Payments			
Equity Withdrawals		-	(20)
Total Financing Payments		-	(20)
Net Cash From /(Used In) Investigating Activities		-	(20)
Net increase/(decrease) in cash held		(4,032)	178
Cash at beginning of financial year		10,118	9,940
CASH AT END OF FINANCIAL YEAR	7	6,086	10,118

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

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1. OBJECTIVES AND FUNDING

The Northern Territory Government is continuing to improve services and deliver new initiatives to support families and children across the Northern Territory.

The Department of Children and Families is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. The financial statements encompass all funds through which the Department controls resources to carry on its functions and deliver outputs.

For reporting purposes, there are two output groups, Children and Families, and Corporate and Governance. Children and Families breaks down into three sub outputs, Child Protection Services, Out of Home Care Services and Family and Parent Support Services.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Accounting

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

- (i) a Certification of the Financial Statements;
- (ii) a Comprehensive Operating Statement;
- (iii) a Balance Sheet;
- (iv) a Statement of Changes in Equity;
- (v) a Cash Flow Statement; and
- (vi) applicable explanatory notes to the financial statements.

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

AASB 1031 Materiality (2013), AASB 2013-9 Amendments to Australian Accounting Standards - Conceptual Framework, Materiality and Financial Instruments, AASB 2014-1 Amendments to Australian Accounting Standards (Part C - Materiality)

Revised AASB 1031 is an interim standard that cross-references to other standards and the *Framework for the Preparation and Presentation of Financial Statements* that contain guidance on materiality. The standard does not impact the financial statements.

AASB 1055 Budgetary Reporting

AASB 1055 sets out budgetary reporting requirements for not-for-profit entities within the General Government Sector. The required disclosures comprise a separate note accompanying the financial statements.

AASB 2012-3 Amendments to Australian Accounting Standards - Offsetting Financial Assets and Financial Liabilities [AASB 132]

The standard addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 Financial Instruments: Presentation. The standard does not impact the financial statements.

AASB 2013-3 Amendments to AASB 136 - Recoverable Amount Disclosures for Non-Financial Assets

The amendments to AASB 136 *Impairment of Assets* address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less costs of disposal. The standard does not impact the financial statements.

AASB 2014-1 Amendments to Australian Accounting Standards (Part A - Annual Improvements 2010-2012 and 2011-2013 Cycles)

Part A of the standard makes amendments to various Australian Accounting Standards (AASB 2, 3, 8, 9, 13, 116, 119, 124, 137, 138, 139, 140 & 1052 and Interpretation 129) arising from the issuance by IASB of *IFRSs Annual Improvements to IFRS 2010-2012 Cycle and Annual Improvements to IFRSs 2011-2013 Cycle*. The standard does not impact the financial statements.

b) Australian Accounting Standards and Interpretations Issued but not yet Effective

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

Standard / Interpretation	Summary	Effective for Annual Reporting Periods Beginning on or After	Impact on Financial Statements
AASB 9 <i>Financial Instruments</i> (Dec 2014), AASB 2014-1 Amendments to Australian Accounting Standards (Part E - Financial Instruments), AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2014)	The final version of AASB 9 brings together the classification and measurement, impairment and hedge accounting phases of the IASB's project to replace AASB 139 <i>Financial Instruments: Recognition and Measurement</i> . This version adds a new expected loss impairment model and limited amendments to classification and measurement for financial assets.	1 Jan 2018	
AASB 15 <i>Revenue from Contracts with Customers</i> , AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	AASB 15 outlines a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. It replaces several Standards and Interpretations, including AASB 111 <i>Construction Contracts</i> , AASB 118 <i>Revenue</i> , Interpretation 15 <i>Agreements for the Construction of Real Estate</i> , and Interpretation 18 <i>Transfers of Assets from Customers</i> .	1 Jan 2017	
AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]	Amends AASB 116 <i>Property, Plant and Equipment</i> and AASB 138 <i>Intangible Assets</i> to provide additional guidance on how the depreciation or amortisation of property, plant and equipment and intangible assets should be calculated.	1 Jan 2016	
AASB 2015-1 Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]	Amends a number of pronouncements as a result of the IASB's 2012-2014 annual improvements cycle.	1 Jan 2016	
AASB 2015-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]	Includes narrow-focus amendments to address concerns about existing presentation and disclosure requirements, and to ensure entities are able to use judgement when applying a standard in determining what information to disclose.	1 Jan 2016	
AASB 2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]	Extends the scope of AASB 124 <i>Related Party Disclosures</i> to not-for-profit public sector entities.	1 July 2016	

c) Agency and Territory Items

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

d) Comparatives

Where necessary, comparative information for the 2013-14 financial year has been reclassified to provide consistency with current year disclosures.

e) 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.

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2014-15 as a result of management decisions.

g) Accounting Judgments and Estimates

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

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

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

- Employee Benefits - Note 2(s) and Note 13: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Contingent Liabilities - Note 18: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses - Note 2(p), Note 8: Receivables and Note 16: Financial Instruments. The allowance represents debts that are likely to be uncollectible and are considered doubtful. Debtors are grouped according to their aging profile and history of previous financial difficulties.
- Depreciation and Amortisation - Note 2(k), and Note 9: Property, Plant and Equipment.

h) 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.

i) Income Recognition

Income encompasses both revenue and gains.

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

Grants and Other Contributions

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

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

Appropriation

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

Australian Government 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 Australian Government Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then on passed to the relevant agencies as Australian Government appropriation.

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

Sale of Goods

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

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

Rendering of Services

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

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

Interest Revenue

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

Goods and Services Received Free of Charge

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

Disposal of Assets

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal. Refer also to Note 5.

Contributions of Assets

Contributions of assets and contributions to assist in the acquisition of assets, being non reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

j) Repairs and Maintenance Expense

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

k) 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:

	2015	2014
Buildings	50 years	50 years
Infrastructure Assets	25 years	25 years
Plant and Equipment	4-15 years	4-15 years
Leased Plant and Equipment	4 years	4 years
Transport Equipment	2 years	2 years
Heritage and Cultural Assets	5 years	5 years

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

l) Interest Expense

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

m) Cash and Deposits

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.

n) Receivables

Receivables include accounts receivable and other receivables and are recognised at fair value less any allowance for impairment losses.

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 16 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

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

o) Property, Plant and Equipment

Acquisitions

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

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

Complex Assets

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

Subsequent Additional Costs

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

Construction (Work in Progress)

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

p) Revaluations and Impairment

Revaluation of Assets

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

- land; and
- buildings.

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

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. 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 depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

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

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

q) Leased Assets

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

Finance Leases

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

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

Operating Leases

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

r) Payables

Liabilities for accounts payable and other amounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 30 days.

s) 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 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the Government long-term bond rate.

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

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

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

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government agencies, including the Department of Children and Families, and as such no long service leave liability is recognised in agency financial statements.

t) Superannuation

Employees' superannuation entitlements are provided through the:

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

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

u) Contributions by and Distributions to Government

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

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

v) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 17.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

w) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument.

The agency's financial instruments include:

- cash and deposits;
- receivables;
- advances;
- investments loan and placements;
- payables;
- advances received;
- borrowings;
- and derivatives.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The agency's 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.

Classification of Financial Instruments

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

Financial assets are classified into the following categories:

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

Financial liabilities are classified into the following categories:

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

Financial Assets or Financial Liabilities at Fair Value through Profit or Loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL.

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

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

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

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 *Financial Instruments: Recognition and Measurement* permits the contract to be designated as at FVTPL.

Loans and Receivables

For details refer to Note 2 (n).

Financial Liabilities at Amortised Cost

Amortised cost is calculated using the effective interest method.

x) Fair Value Measurement

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

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

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

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

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

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

- Level 1 - inputs are quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs are unobservable.

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

	Note	Children and Families		Corporate and Governance		Total	
		2015	2014	2015	2014	2015	2014
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME							
Grants and Subsidies Revenue							
Current		4,650	2,442	-	-	4,650	2,442
Appropriation							
Output		139,575	130,612	7,851	8,976	147,426	139,588
Commonwealth		15,800	17,879	-	-	15,800	17,879
Sales of Goods and Service		45	30	(2)	1	43	31
Goods and Services Received Free of Charge	4	5,547	5,349	592	571	6,139	5,920
(Loss) / Gain on Disposal of Assets	5	-	(37)	-	-	-	(37)
Other Income		175	380	343	457	518	837
TOTAL INCOME		165,792	156,655	8,784	10,005	174,576	166,660
EXPENSES							
Employee Expenses		61,136	60,997	6,077	6,451	67,213	67,448
Administrative Expenses							
Purchases of Goods and Services	6	13,069	13,412	2,103	2,226	15,172	15,638
Repairs and Maintenance		332	659	35	40	367	699
Property Management		2,093	2,506	75	92	2,168	2,598
Depreciation and Amortisation	9,10	1,392	1,055	81	3	1,473	1,058
Goods and Services Received Free of Charge	4	5,547	5,349	592	571	6,139	5,920
Other Administrative Expenses		235	336	-	-	235	336
Grants and Subsidies Expenses							
Current		88,065	67,444	-	9	88,065	67,453
Capital		-	500	-	-	-	500
TOTAL EXPENSES		171,869	152,258	8,963	9,392	180,832	161,650
NET SURPLUS (DEFICIT)		(6,077)	4,397	(179)	613	(6,256)	5,010
OTHER COMPREHENSIVE INCOME							
Items that will not be reclassified to net surplus/deficit							
Changes in Asset Revaluation Surplus		468	-	-	-	468	-
TOTAL OTHER COMPREHENSIVE INCOME		468	-	-	-	468	-
COMPREHENSIVE RESULT		(5,609)	4,397	(179)	613	(5,788)	5,010

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

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2015	2014
	\$'000	\$'000
Corporate and Information Services	6,139	5,920
TOTAL GOODS AND SERVICES RECEIVED FREE OF CHARGE	6,139	5,920

5. LOSS ON DISPOSAL OF ASSETS

	2015	2014
	\$'000	\$'000
Net proceeds from the disposal of non-current assets	-	18
Less: Carrying value of non-current assets disposed	-	(55)
Loss on the disposal of non-current assets	-	(37)
Proceeds from sale of minor assets	-	-
TOTAL LOSS ON DISPOSAL OF ASSETS	-	(37)

6. PURCHASES OF GOODS AND SERVICES

	2015	2014
	\$'000	\$'000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and Services Expenses		
Consultants ¹	88	87
Advertising ²	10	(60)
Marketing and promotion ³	110	56
Document production	140	131
Legal expenses ⁴	1,287	1,389
Recruitment ⁵	362	484
Training and study	1,353	1,559
Official duty fares	1,871	1,560
Travelling allowance	537	522

1. Includes marketing, promotion and IT consultants.

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.

7. CASH AND DEPOSITS

	2015	2014
	\$'000	\$'000
Cash on hand	1	1
Cash at bank	6,085	10,117
TOTAL CASH AND DEPOSITS	6,086	10,118

8. RECEIVABLES

	2015	2014
	\$'000	\$'000
Current		
Accounts receivable	573	493
Less: Allowance for impairment losses	(374)	(394)
	199	99
GST receivables	768	454
Other receivables	97	14
TOTAL RECEIVABLES	1,064	567

9. PROPERTY, PLANT AND EQUIPMENT

	2015	2014
	\$'000	\$'000
Land		
At fair value	2,140	1,672
Buildings		
At fair value	22,433	22,366
Less: Accumulated depreciation	(10,128)	(8,477)
	12,305	13,889
Plant and Equipment		
At fair value	-	8
Less: Accumulated depreciation	-	(1)
		7
TOTAL PROPERTY, PLANT AND EQUIPMENT	14,445	15,568

Property, Plant and Equipment Valuations

The latest revaluations as at 30 June 2015 were independently conducted. The Valuer was Territory Property Consulting. Refer to Note 11: Fair Value Measurement of Non-Financial Assets for additional disclosures.

Impairment of Property, Plant and Equipment

Department of Children and Families property, plant and equipment assets were assessed for impairment as at 30 June 2015. No impairment adjustments were required as a result of this review.

2015 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2014-15 is set out below:

	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Carrying Amount as at 1 July 2014	1,672	13,889	7	15,568
Depreciation	-	(1,473)	-	(1,473)
Additions/(Disposals) from asset transfers	-	125	-	125
Revaluation increments/(decrements)	468	(234)	-	234
Disposals	-	(2)	(7)	(9)
CARRYING AMOUNT AS AT 30 JUNE 2015	2,140	12,305	-	14,445

2014 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2013-14 is set out below:

	Land	Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Carrying Amount as at 1 July 2013	792	7,888	8	8,688
Depreciation	-	(1,057)	(1)	(1,058)
Additions/(Disposals) from asset transfers	880	7,058	-	7,938
Revaluation increments/(decrements)	-	-	-	-
Disposals	-	-	-	-
CARRYING AMOUNT AS AT 30 JUNE 2014	1,672	13,889	7	15,568

10. HERITAGE AND CULTURAL ASSETS

	2015	2014
	\$'000	\$'000
Carrying Amount		
At valuation	-	5
Less: Accumulated depreciation	-	-
Written Down Value - 30 June	-	5
Reconciliation of Movements		
Carrying amount at 1 July	5	5
Disposals	(5)	-
CARRYING AMOUNT AS AT 30 JUNE	-	5

11. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

a) Fair Value Hierarchy

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

	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
2014-15				
Asset Classes				
Land (Note 9)	-	460	1,680	2,140
Buildings (Note 9)	-	616	11,689	12,305
Plant & Equipment (Note 9)	-	-	-	-
Heritage & Cultural Assets (Note 10)	-	-	-	-
TOTAL	-	1,076	13,369	14,445
2013-14				
Asset Classes				
Land (Note 9)	-	1,672	-	1,672
Buildings (Note 9)	-	155	13,734	13,889
Plant & Equipment (Note 9)	-	-	7	7
Heritage & Cultural Assets (Note 10)	-	-	5	5
TOTAL	-	1,827	13,746	15,573

Only transfers between Level 2 and Levels 3 during 2014-15.

b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2014-15 are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Land	Market	Cost
Buildings	Market	Cost

There were changes in valuation techniques from 2013-14 to 2014-15.

Territory Property Consultants provided valuations for the land and buildings.

Level 2 fair values of land and buildings were based on market evidence of sales price per square metre of comparable land and buildings.

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

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Land	Buildings	Plant and Equipment	Heritage & Cultural
	\$'000	\$'000	\$'000	\$'000
2014 - 15				
Fair value as at 1 July 2014	-	13,734	7	5
Additions	-	125	-	-
Disposals	-	(2)	(7)	(5)
Transfers from Level 2 ⁽¹⁾	1,180	-	-	-
Depreciation	-	(1,455)	-	-
Gains/losses recognised in net surplus/deficit	-	(713)	-	-
Gains recognised in other comprehensive income	500	-	-	-
FAIR VALUE AS AT 30 JUNE 2015	1,680	11,689	-	-

	Land	Buildings	Plant and Equipment	Heritage & Cultural
	\$'000	\$'000	\$'000	\$'000
2013 - 14				
Fair value as at 1 July 2013	-	7,715	8	5
Additions	-	7,058	-	-
Disposals	-	-	-	-
Transfers from Level 2	-	-	-	-
Depreciation	-	(1,039)	(1)	-
Gains/losses recognised in net surplus/deficit	-	-	-	-
Gains recognised in other comprehensive income	-	-	-	-
FAIR VALUE AS AT 30 JUNE 2014	-	13,734	7	5

(1) For transfer into Level 3 fair values of specialised buildings and property were determined by computing their depreciated replacement costs because an active market does not exist for such facilities.

(ii) Sensitivity analysis

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

12. PAYABLES

	2015	2014
	\$'000	\$'000
Accounts Payable	1,266	272
Accrued Expenses	5,923	5,624
TOTAL PAYABLES	7,189	5,896

13. PROVISIONS

	2015	2014
	\$'000	\$'000
Current		
<i>Employee Benefits</i>		
Recreation Leave	3,970	4,181
Leave Loading	874	902
Other Employee Benefits	15	39
<i>Other Current Provisions</i>		
Other Provisions	976	905
	5,835	6,027
Non-Current		
<i>Employee Benefits</i>		
Other Employee Benefits	1,487	1,602
	1,487	1,602
TOTAL PROVISIONS	7,322	7,629

The Agency employed 656 employees as at 30 June 2015 (646 employees as at 30 June 2014).

14. EQUITY

Equity represents the residual interest in the net assets of DCF.

	2015	2014
	\$'000	\$'000
Capital		
Balance as at 1 July		
Equity Injections		
Equity Transfers In	19,655	19,437
Other Equity Injection	18,364	18,364
Equity Withdrawal		
Capital Withdrawal	(8,292)	(8,292)
Equity Transfer Out	(789)	(704)
BALANCE AS AT 30 JUNE	28,938	28,805
Accumulated Funds		
Balance as at 1 July	(15,902)	(20,912)
Surplus / (Deficit) for the Period	(6,256)	5,010
BALANCE AS AT 30 JUNE	(22,158)	(15,902)

	2015	2014
	\$'000	\$'000
Asset Revaluation Surplus		
<i>(i) Asset Revaluation Reserve (Land)</i>		
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		
<i>(ii) Movements in the asset revaluation surplus</i>		
Balance as at 1 July	-	-
Increment/(Decrement) - land	468	-
BALANCE AS AT 30 JUNE	468	-

15. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of the Department of Children and Families 'Cash and deposits' of \$6.09 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

	2015	2014
	\$'000	\$'000
Reconciliation of Net Surplus / (Deficit) to Net Cash from Operating Activities		
Net Surplus / (Deficit)	(6,256)	5,010
<i>Non-cash items:</i>		
Depreciation and amortisation	1,473	1,058
Asset write-offs/write-downs	248	-
(Gain) / Loss on disposal of assets	-	37
R&M - Minor new work non cash	8	288
<i>Changes in assets and liabilities:</i>		
Decrease / (Increase) in receivables	(497)	278
Decrease / (Increase) in prepayments	6	(121)
(Decrease) / Increase in payables	1,293	(6,687)
(Decrease) / Increase in provision for employee benefits	(378)	343
(Decrease) / Increase in other provisions	71	(26)
NET CASH FROM OPERATING ACTIVITIES	(4,032)	180

16. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by the Department include cash and deposits, receivables, payables and finance leases. The Department has limited exposure to financial risks as discussed below.

a) Categorisation of Financial Instruments

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

	2015	2014
	\$'000	\$'000
Financial Assets		
Cash and deposits	6,086	10,118
Loans and receivables	1,064	567
Financial Liabilities		
Fair value through profit or loss (FVTPL):		
Designated as at FVTPL	7,189	5,896

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.

Receivables

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

There are no Internal Receivables

	Aging of Receivables	Aging of Impaired Receivables	Net Receivables
	\$'000	\$'000	\$'000
External Receivables			
2014-15			
Not overdue	795	-	795
Overdue for less than 30 days	49	-	49
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	594	(374)	220
TOTAL	1,438	(374)	1,064

Reconciliation of the Allowance for Impairment Losses

Opening	394
Written off during the year	-
Recovered during the year	-
Increase/(Decrease) in allowance recognised in profit or loss	(20)
TOTAL	374

2013-14

Not overdue	460	-	460
Overdue for less than 30 days	12	-	12
Overdue for 30 to 60 days	8	-	8
Overdue for more than 60 days	481	(394)	87
TOTAL	961	(394)	567

Reconciliation of the Allowance for Impairment Losses

Opening	-
Written off during the year	24
Recovered during the year	-
Increase/(Decrease) in allowance recognised in profit or loss	370
TOTAL	394

c) Liquidity Risk

Liquidity risk is the risk that the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

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

2015 Maturity analysis for financial assets and liabilities

	Interest Bearing				Non Interest Bearing	Total
	Fixed or Variable	Less than a Year	1 to 5 Years	More than 5 Years		
		\$'000	\$'000	\$'000		
Assets						
Cash and deposits	-	-	-	-	6,086	6,086
Receivables	-	-	-	-	1,064	1,064
TOTAL FINANCIAL ASSETS	-	-	-	-	7,150	7,150
Liabilities						
Payables	-	-	-	-	7,189	7,189
TOTAL FINANCIAL LIABILITIES	-	-	-	-	7,189	7,189

2014 Maturity analysis for financial assets and liabilities

	Interest Bearing				Non Interest Bearing	Total
	Fixed or Variable	Less than a Year	1 to 5 Years	More than 5 Years		
		\$'000	\$'000	\$'000		
Assets						
Cash and deposits	-	-	-	-	10,118	10,118
Receivables	-	-	-	-	567	567
TOTAL FINANCIAL ASSETS	-	-	-	-	10,685	10,685
Liabilities						
Payables	-	-	-	-	5,896	5,896
TOTAL FINANCIAL LIABILITIES	-	-	-	-	5,896	5,896

d) Market Risk

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

(i) Interest Rate Risk

The Department of Children and Families is not exposed to interest rate risk as departmental assets and financial liabilities are non-interest bearing.

(ii) Price Risk

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

(iii) Currency Risk

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

e) Net Fair Value

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

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

For financial instruments measured and disclosed at fair value, the following table groups the instruments based on the level of inputs used.

2015

	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and deposits	6,086	6,086	-	-	6,086
Receivables	1,064	1,064	-	-	1,064
TOTAL FINANCIAL ASSETS	7,150	7,150	-	-	7,150
Financial Liabilities					
Payables	7,189	7,189	-	-	7,189
TOTAL FINANCIAL LIABILITIES	7,189	7,189	-	-	7,189

2014

	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and deposits	10,118	10,118	-	-	10,118
Receivables	567	567	-	-	567
TOTAL FINANCIAL ASSETS	10,685	10,685	-	-	10,685
Financial Liabilities					
Payables	5,896	5,896	-	-	5,896
TOTAL FINANCIAL LIABILITIES	5,896	5,896	-	-	5,896

There were no changes in valuation techniques during the period.

17. COMMITMENTS

	2015		2014	
	Internal	External	Internal	External
	\$'000	\$'000	\$'000	\$'000
(i) Capital Expenditure Commitments				
Capital expenditure commitments primarily related to the construction of buildings. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:				
Within one year	-	232	-	1,497
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	232	-	1,497
(ii) Operating Lease Commitments				
The agency leases property under non-cancellable operating leases expiring after 1 year. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. Future operating lease commitments not recognised as liabilities are payable as follows:				
Within one year	-	107	-	52
Later than one year and not later than five years	-	106	-	13
Later than five years	-	-	-	-
	-	213	-	65
(iii) Other Expenditure Commitments				
Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:				
Within one year	-	22,421	-	25,987
Later than one year and not later than five years	-	4,117	-	12,423
Later than five years	-	-	-	-
	-	26,538	-	38,410

18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

a) Contingent Liabilities

The Department of Children and Families has five contingent liabilities as at 30 June 2015, however, due to the uncertainty of any potential liability no value can be attributed to these claims.

b) Contingent Assets

The Department of Children and Families had no quantifiable contingent assets as at 30 June 2015 or 30 June 2014.

19. EVENTS SUBSEQUENT TO BALANCE DATE

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

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

	Agency		Agency		Territory Items		Territory Items	
	2015	No. of Trans.	2015	No. of Trans.	2015	No. of Trans.	2015	No. of Trans.
	\$000		\$000		\$000		\$000	
Write-offs, Postponements and Waivers Under the <i>Financial Management Act</i>								
Represented by:								
<i>Amounts written off, postponed and waived by Delegates</i>								
Irrecoverable amounts payable to the Territory or an agency written off	4	5	-	-	-	-	-	-
Losses or deficiencies of money written off								
Public property written off	14	4	-	4	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-	-	-	-	-
Total Written Off, Postponed and Waived by Delegates	18	9	-	4	-	-	-	-
Write-offs, Postponements and Waivers Authorised Under Other Legislation	-	-	-	-	-	-	-	-
Gifts Under the <i>Financial Management Act</i>	-	-	-	-	-	-	-	-
Gifts Authorised Under Other Legislation	-	-	-	-	-	-	-	-
Ex Gratia Payments Under the <i>Financial Management Act</i>	42	1	-	-	-	-	-	-

21. BUDGETARY INFORMATION

		2014-15 Actual	2014-15 Original Budget	Variance
	Note	\$'000	\$'000	\$'000
Comprehensive Operating Statement				
INCOME				
Taxation revenue				
Grants and Subsidies Revenue				
Current	1	4,650	1,829	2,821
Appropriation				
Output	2	147,426	135,795	11,631
Commonwealth		15,800	15,767	33
Sales of goods and services		43	36	7
Goods and services received free of charge		6,139	6,119	20
Other income	3	518	-	518
TOTAL INCOME		174,576	159,546	15,030
EXPENSES				
Employee expenses	4	67,213	76,500	(9,287)
Administrative expenses				
Purchases of goods and services	5	17,340	9,769	7,571
Repairs and maintenance	6	367	409	(42)
Depreciation and amortisation	7	1,473	455	1,018
Goods and services free of charge		6,139	6,119	20
Other administrative expenses	8	235	-	235
Grants and subsidies expenses				
Current	9	88,065	67,382	20,683
TOTAL EXPENSES		180,832	160,634	20,198
NET SURPLUS/(DEFICIT)		(6,256)	(1,088)	(5,168)
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus / deficit				
Changes in asset revaluation surplus	10	468	-	468
TOTAL OTHER COMPREHENSIVE INCOME		468	-	468
COMPREHENSIVE RESULT		(5,788)	(1,088)	(4,700)

Notes:

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

- Additional \$2.18M in Commonwealth Own Purpose Expenditure (COPE) supplementing the Stronger Futures National Partnership Agreement, additional \$0.5M for the Alice Springs Transformation Plan and additional funding for minor projects.
- Additional \$8.5M to meet costs associated with increasing numbers of children in care and \$3.15M to provide Emergency Relief for individuals affected by cyclones Lam and Nathan, offset by minor funding transfers between Northern Territory Government agencies.
- Additional \$123K associated with recovery of surplus grant funding paid out in a prior year and additional \$336K for return of prior year overpayments of Payroll and Fringe Benefits Tax.
- Reduction to budget of \$6.6M transferred to Administrative Expenses to align budgets to meet operational requirements and \$5.2M in budget underspends associated with difficulty to recruit qualified front line child protection workers. This is offset by additional COPE funding of \$1.5M (refer note 1) and an approved carry forward of \$0.5M of 2013-14 unspent funding and other various minor budget adjustments.
- Additional \$7.5M transferred from Employee Expense and Grants and Subsidies Expense to align budgets to meet operational requirements.
- Underspend associated with delays in the commencement of works at Yirra House to replace the air-conditioner system and to repaint.
- Overspend associated with a correction of an error in the calculation of building depreciation resulting from the historical Asset Management System.
- Variations associated with the revaluation of buildings.
- \$18M for increasing cost associated with additional children in Out of Home Care, including \$8M additional budget provided and an overspend of \$10M. Additional \$2.9M in funding provided to meet cost associated with the emergency relief for cyclones Lam and Nathan. This is partially offset by underspends in Grants occurring due to timing variations in service delivery.
- Variations associated with the revaluation of land.

		2014-15 Actual	2014-15 Original Budget	Variance
	Note	\$'000	\$'000	\$'000
Balance Sheet				
ASSETS				
Current assets				
Cash and deposits	1	6,086	12,633	(6,547)
Receivables	2	1,064	845	219
Prepayments	3	164	49	115
Total current assets		7,314	13,527	(6,213)
Non-current assets				
Property, plant and equipment		14,445	14,383	62
Total non-current assets		14,445	14,383	62
TOTAL ASSETS		21,759	27,910	(6,151)
LIABILITIES				
Current liabilities				
Payables	4	7,189	12,583	(5,394)
Provisions		5,835	5,829	6
Total current liabilities		13,024	18,412	(5,388)
Non-current liabilities				
Provisions		1,487	1,484	3
Total Non-Current Liabilities		1,487	1,484	3
TOTAL LIABILITIES		14,511	19,896	(5,385)
NET ASSETS		7,248	8,014	(766)
EQUITY				
Capital	5	28,938	32,686	(3,748)
Reserves	6	468	-	468
Accumulated funds	7	(22,158)	(24,672)	2,514
TOTAL EQUITY		7,248	8,014	(766)

- Notes:**
The following note descriptions relate to variances greater than 10 per cent or \$1 million, or where multiple significant variances have occurred.
- Reduction associated with use of 2013-14 cash balances to meet \$3.4M in Commonwealth program delivery commitments and the remaining predominately for the payment of creditors.
 - Improvement in the recognition of debtors, including \$100K in salary overpayments.
 - The actual movement between years for prepayments is negligible. The 2014-15 budget is based on 2012-13 actuals and therefore the majority of the variation is a timing error.
 - Variation to budget relates to a two year accumulated impact of improvements to the rate of payment to creditors. The 2014-15 budget is based on 2012-13 actuals and therefore the majority of the variation is a timing error.
 - The decrease in 2014-15 Capital payments relates to budgeted equity injections of \$5M in 2013-14 and \$0.5M in 2014-15 which were not required. This is partially offset by unbudgeted Transfers In of \$1.8M in 2013-14.
 - Increase associated with a revaluation of land assets.
 - Variation is attributable to changes in expenditure as described on the Operating Statement.

		2014-15 Actual	2014-15 Original Budget	Variance
	Note	\$'000	\$'000	\$'000
Cash Flow Statement				
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating Receipts				
Grants and subsidies received				
Current	1	4,650	1,829	2,821
Appropriation				
Output	2	147,426	135,795	11,631
Commonwealth		15,800	15,767	33
Receipts from sales of goods and services	3	6,531	36	6,495
Total operating receipts		174,407	153,427	20,980
Operating Payments				
Payments to employees	4	67,527	76,500	(8,973)
Payments for goods and services	5	22,847	10,178	12,669
Grants and subsidies paid				
Current	6	88,065	67,382	20,683
Total operating payments		178,439	154,060	24,379
Net cash from / (used in) operating activities		(4,032)	(633)	(3,399)
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from asset sales				
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	7		500	(500)
Total financing receipts			500	(500)
Financing Payments				
Equity withdrawals				
Total financing payments				
Net cash from / (used in) financing activities			500	(500)
Net increase / (decrease) in cash held		(4,032)	(133)	(3,899)
Cash at beginning of financial year		10,118	12,766	(2,648)
CASH AT END OF FINANCIAL YEAR		6,086	12,633	(6,547)

Notes:

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

- As per Comprehensive Operating Statement note 1.
- As per Comprehensive Operating Statement note 2.
- Predominantly associated with an increase in GST receipts of \$6.1M and the refund of \$336K in prior year overpayments of Payroll and Fringe Benefits tax.
- Reduction to budget of \$6.6M transferred to Administrative Expenses to align budgets to meet operational requirements and a \$5.2M in budget underspends associated with a difficulty to recruit qualified front line child protection workers. This is offset by additional COPE funding of \$1.5M (refer note 1) and an approved carry forward of \$0.5M of 2013-14 unspent funding and other various minor budget adjustments.
- Includes a variation to budget of \$7.5M transferred from Employee Expenses to Administrative Expenses to align budgets to meet operational requirements, offset by budget underspends associated with a difficulty to recruit qualified front line child protection workers. Also includes GST payments on purchases of \$6.5M not included in the original budget.
- As per Comprehensive Operating Statement note 9.
- Reversal of prior year equity injection journal incorrectly processed as ongoing.

PART 6 - FUNDING TO EXTERNAL SERVICE PROVIDERS

The Department of Children and Families' primary role is the delivery of services to protect children from harm. The Department delivers these services through a mix of direct service delivery and external service providers (including individual service providers). Individual service providers include foster carers and kinship carers.

SERVICE DELIVERY EXPENDITURE

In 2014-15, \$104.1 million or 58 per cent of Departmental expenditure was in payments for goods and services, including \$86.2 million in grants and subsidies. This included \$2.2m of Australian Government funds. Table 17 provides a breakdown of Grants and Subsidies by outputs.

General goods and services expenditure largely relates to operational requirements and facility maintenance costs. Grants and subsidies include payments to external service providers.

TABLE 17: GRANTS AND SUBSIDY ALLOCATION TO EXTERNAL SERVICE PROVIDERS BY SUB OUTPUT

	2013-14 \$
Child Protection Services	2.1M
Out of Home Care Services	63.0M
Family and Parent Support Services	21.1M
Total	86.2M

SERVICE DELIVERY PROFILE

Funding to external service providers covers a spectrum of activities across the Northern Territory including family and parenting support, domestic and family violence services, out of home care services and services targeting vulnerable and high risk young people. Table 18 details the range of procured services delivered by output, location, provider and type of procurement.

TABLE 18: DEPARTMENT OF CHILDREN AND FAMILIES SERVICE DELIVERY PROFILE

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
1	Child Protection Services	Child Protection Professional Recruitment Service	Recruitment	NT Wide	Panel Contract Various	Tender
2	Child Protection Services	Child Protection Training Courses	Training	NT Wide	Panel Contract Various	Tender
3	Child Protection Services	Deliver and Assessment of Vocational Graduate Certificate Training	Training	NT Wide	Australian Childhood Foundation	Tender
4	Child Protection Services	E-Learning Training Post Authorisation	Training	NT Wide	Australian Childhood Foundation	Tender
5	Child Protection Services	Leadership Skills Training	Training	NT Wide	Australian Childhood Foundation	Tender
6	Out of Home Care Services	Community Based Children's Care Service In Tennant Creek - Establishment and Service Delivery	Community Based Children's Care Service - commenced mid-May 2015	Tennant Creek	Lifestyle Solutions (Aust.) Ltd	Grant
7	Out of Home Care Services	Crerar Road Facility For Children and Young People In Darwin.	Residential Care and Respite Care (ceased 31 July 2014)	Darwin	Lifestyle Solutions (Aust.) Ltd	Grant
8	Out of Home Care Services	Development of a Therapeutic Residential Care Service Model for the Northern Territory	Consultancy	NT Wide	Australian Childhood Foundation	Tender
9	Out of Home Care Services	Family Group Home	Residential Care - Family Group Home	Alice Springs	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
10	Out of Home Care Services	Family Group Home	Residential Care - Family Group Home	Katherine	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant
11	Out of Home Care Services	General Residential Care	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Alice Springs	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Tender
12	Out of Home Care Services	General Residential Care	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Alice Springs	Industry Education Networking Pty Ltd (trading as Safe Pathways)	Tender
13	Out of Home Care Services	General Residential Care	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Darwin	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Tender
14	Out of Home Care Services	General Residential Care	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Katherine	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Tender
15	Out of Home Care Services	General Residential Care - 2 Services	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Alice Springs	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Tender
16	Out of Home Care Services	General Residential Care - 2 Services	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Darwin	Lifestyle Solutions (Aust.) Ltd	Tender
17	Out of Home Care Services	General Residential Care - 3 Services	Residential Placement for 12-18 year old in the care of the CEO. Complexity 3-4	Darwin	Industry Education Networking Pty Ltd (trading as Safe Pathways)	Tender
18	Out of Home Care Services	Moving on Program	Transition to Independence - Leaving Care	Darwin and Alice Springs	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant
19	Out of Home Care Services	Safe Families	Residential Placement for 7-11 year olds in the care of the CEO.	Alice Springs	Tangentyere Council Incorporated	Grant
20	Out of Home Care Services	Sibling Family Group Home - 3 Services	Residential Care - Family Group Home	Alice Springs	Community Staffing Solutions Australia Pty Ltd	Grant
21	Out of Home Care Services	Specialised Residential Care For Identified Individual - (Interstate)	Individual Placement Arrangements - Residential	Interstate	Lifestyle Solutions (Aust.) Ltd	Grant
22	Out of Home Care Services	Suicide Prevention Training	Training	NT Wide	Panel Contract Various	Tender
23	Out of Home Care Services	Therapeutic Service For Children With Disabilities - 2 Services	Supported Disability Care (Continuum of Care) - commenced Nov 2014	Alice Springs	Life Without Barriers	Grant
24	Family and Parent Support Services	Advocacy and Promotion Of Child Safety Wellbeing and Rights In The NT	Peak Body	NT Wide	National Association For Prevention Child Abuse and Neglect	Grant
25	Family and Parent Support Services	Akeyulerre	Family Support - Cultural Support	Alice Springs	Akeyulerre Inc.	Grant

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
26	Family and Parent Support Services	Ali Curung Safe House	Domestic / Family Violence Crisis Accommodation - remote	Ali Curung	Barkly Regional Council	Grant
27	Family and Parent Support Services	Alice Springs Family Support Service (ASFSS)	Family Support - Targeted Support	Alice Springs	Tangentyere Council Incorporated	Grant
28	Family and Parent Support Services	Alice Springs Transformational Project - Domestic and Family Violence Outreach Program	Domestic / Family Violence - Targeted Support	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
29	Family and Parent Support Services	Alice Springs Transformational Project - Intergrated Response to Family Violence Victim Support and Advocacy Service	Domestic / Family Violence - Targeted Support	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
30	Family and Parent Support Services	Alice Springs Transformational Project - Pre School Readiness Program	Family Support - Child Development	Alice Springs	Central Australian Aboriginal Congress Aboriginal Corporation	Grant
31	Family and Parent Support Services	Alice Springs Women's Shelter Safe House	Domestic / Family Violence - Safe House	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
32	Family and Parent Support Services	Borrooloola Safe House	Domestic / Family Violence Crisis Accommodation - remote	Borrooloola	Mabunji Aboriginal Resource Association Inc.	Grant
33	Family and Parent Support Services	Catherine Booth House	Domestic / Family Violence Crisis Accommodation - urban	Darwin	The Salvation Army (NT) Property Trust	Grant
34	Family and Parent Support Services	Child, Youth and Family Support In The Rural Area	Family Support - Targeted Support	Darwin Rural	The Gathering Incorporated	Grant
35	Family and Parent Support Services	Counselling Services	Family Support - Targeted Support	Alice Springs	Relationships Australia NT Inc.	Grant
36	Family and Parent Support Services	Crisis Accommodation	Domestic / Family Violence Crisis Accommodation - urban	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
37	Family and Parent Support Services	Crisis Accommodation and Outreach Support	Domestic / Family Violence Crisis Accommodation - urban	Tennant Creek	Tennant Creek Women's Refuge Incorporated	Grant
38	Family and Parent Support Services	Crisis Accommodation Gove	Domestic / Family Violence Crisis Accommodation - urban	Nhulunbuy	Crisis Accommodation Gove (Inc.)	Grant
39	Family and Parent Support Services	Darwin Aboriginal and Islander Women's Shelter - Women's and Children's Service	Domestic / Family Violence Crisis Accommodation - urban	Darwin	Darwin Aboriginal and Islander Women's Shelter Inc.	Grant
40	Family and Parent Support Services	Darwin Toy Library	Early Childhood / Parenting Support	Darwin and Palmerston	Darwin Toy Library Inc.	Grant
41	Family and Parent Support Services	Dawn House: Women's and Children's Service	Domestic / Family Violence Crisis Accommodation - urban	Darwin	Dawn House Inc.	Grant
42	Family and Parent Support Services	Delivery and Assessment of Diploma of Child, Youth and Family Intervention	Training	NT Wide	BCA National Training Group Pty Ltd	Tender

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
43	Family and Parent Support Services	Domestic and Family Violence Community Education and Development	Domestic / Family Violence - Targeted Support	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
44	Family and Parent Support Services	Domestic and Family Violence Counselling Service	Domestic / Family Violence - Targeted Support	Alice Springs	Alice Springs Women's Shelter Inc.	Grant
45	Family and Parent Support Services	Domestic and Family Violence Counselling Service and Community Education	Domestic / Family Violence - Targeted Support	Tennant Creek	Tennant Creek Women's Refuge Incorporated	Grant
46	Family and Parent Support Services	Domestic Family Violence Counselling Service	Domestic / Family Violence - Targeted Support	Darwin	Dawn House Inc.	Grant
47	Family and Parent Support Services	Domestic Violence Community Education and Development	Domestic / Family Violence - Targeted Support	Darwin	Dawn House Inc.	Grant
48	Family and Parent Support Services	Elliott Safe House	Domestic / Family Violence Crisis Accommodation - remote	Elliott	Barkly Regional Council	Grant
49	Family and Parent Support Services	Families and Schools Together	Family Support - Targeted Support	Katherine and Palmerston	Northern Territory Christian Schools Association	Grant
50	Family and Parent Support Services	Family Strengths	Family Support - Targeted Support	Darwin	Catholiccare NT	Grant
51	Family and Parent Support Services	Family Support	Family Support - Targeted Support	Alice Springs	Children's Services Support Program (Central Australia) Inc.	Grant
52	Family and Parent Support Services	Fun Bus	Early Childhood / Parenting Support	Darwin	City Of Darwin	Grant
53	Family and Parent Support Services	Gunbalanya Safe House	Domestic / Family Violence - Safe House	Gunbalanya	The Katherine Women's Crisis Centre Inc.	Grant
54	Family and Parent Support Services	Intensive Youth Support Service	Vulnerable / At Risk Youth	Alice Springs	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant
55	Family and Parent Support Services	Intensive Youth Support Service	Vulnerable / At Risk Youth	Darwin	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant
56	Family and Parent Support Services	Intensive Youth Support Service	Vulnerable / At Risk Youth	Katherine	Anglicare NT (The Synod of the Diocese of the NT Inc.)	Grant
57	Family and Parent Support Services	Katherine Integrated Family Support Service	Family Support - Targeted Support	Katherine	Catholiccare NT	Grant
58	Family and Parent Support Services	Katherine Intensive Family Support Service	Family Support - Targeted Support	Katherine	Good Beginnings Australia Limited	Grant
59	Family and Parent Support Services	Katherine Wellbeing Intensive Family Support Service	Family Support - Targeted Support	Katherine	Wurli Wurlinjang Aboriginal Corporation	Grant
60	Family and Parent Support Services	Katherine Women's Crisis Accommodation	Domestic / Family Violence Crisis Accommodation - urban	Katherine	The Katherine Women's Crisis Centre Inc.	Grant

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
61	Family and Parent Support Services	Ketyeye Program	Family Support - Targeted Support	Alice Springs	Tangentyere Council Incorporated	Grant
62	Family and Parent Support Services	Lifeline Top End	Crisis Support	NT Wide	Crisis Line Inc. (T/A Lifeline Top End)	Grant
63	Family and Parent Support Services	Magdalene Safe House	Domestic / Family Violence - Safe House	Darwin	Darwin Aboriginal and Islander Women's Shelter Inc.	Grant
64	Family and Parent Support Services	Milikapiti Family Safe House	Domestic / Family Violence Crisis Accommodation - remote	Milikapiti	Catholiccare NT	Grant
65	Family and Parent Support Services	Naiyu Women and Children's Safe House	Domestic / Family Violence Crisis Accommodation - remote	Naiyu Nambiyu (Daly River)	Catholiccare NT	Grant
66	Family and Parent Support Services	NT Wide Foster and Kinship Carer Advocacy and Representative Body	Peak Body	NT Wide	Foster Carers Association NT Incorporated	Grant
67	Family and Parent Support Services	NTCOSS Peak Body	Peak Body	NT Wide	Northern Territory Council Of Social Service Incorporated (NTCOSS)	Grant
68	Family and Parent Support Services	Out Of Home Care Advocacy and Support Services	Peak Body	NT Wide	Create Foundation Ltd	Grant
69	Family and Parent Support Services	Parent Line	Early Childhood / Parenting Support	NT Wide	Boystown	Grant
70	Family and Parent Support Services	Place-Based Therapeutic Intervention For Children (Katherine and Milikapiti)	Family Support - Targeted Support	Milikapiti; Nhulunbuy and Katherine	Relationships Australia NT Inc.	Grant
71	Family and Parent Support Services	Place-Based Therapeutic Intervention Services For Children (Darwin and Palmerston)	Family Support - Targeted Support	Darwin and Palmerston	Relationships Australia NT Inc.	Grant
72	Family and Parent Support Services	Refugee Parenting Support Programs	Early Childhood / Parenting Support	Darwin	Melaleuca Refugee Centre TTRSS Of The Northern Territory Inc.	Grant
73	Family and Parent Support Services	Review of Women's Safe House Services	Consultancy	NT Wide	Batchelor Institute of Indigenous Tertiary Education	Tender
74	Family and Parent Support Services	Somerville Child and Family Contact Centre	Family Support - Targeted Support	Darwin and Palmerston	Somerville Community Services Inc.	Grant
75	Family and Parent Support Services	Somerville Targeted Family Support Services	Family Support - Targeted Support	Darwin and Palmerston	Somerville Community Services Inc.	Grant
76	Family and Parent Support Services	Tangentyere Women's Group	Domestic / Family Violence - Targeted Support	Alice Springs	Tangentyere Council Incorporated	Grant

No.	Sub Output	Service Name	Service Type	Location	Provider	Type
77	Family and Parent Support Services	Targeted Family Support Services Part A,B	Family Support - Targeted Support	Alice Springs	Central Australian Aboriginal Congress Aboriginal Corporation	Grant
78	Family and Parent Support Services	Targeted Family Support Services Part C	Family Support - Targeted Support	Alice Springs	Central Australian Aboriginal Congress Aboriginal Corporation	Grant
79	Family and Parent Support Services	Tennant Creek Family Support Centre	Family Support - Targeted Support	Tennant Creek	Catholiccare NT	Grant
80	Family and Parent Support Services	Therapeutic Service for Children	Family Support - Targeted Support	Alice Springs	Relationships Australia NT Inc.	Grant
81	Family and Parent Support Services	Toy Library Service	Early Childhood / Parenting Support	Nhulunbuy	Nhulunbuy Community Toy Library Inc.	Grant
82	Family and Parent Support Services	Wadeye Safe House	Domestic / Family Violence - Safe House	Wadeye	Children's Services Support Unit (CSSU) Inc.	Grant
83	Family and Parent Support Services	Yarrenyty Arltere Learning Centre	Family Support - Cultural Support	Alice Springs	Tangentyere Council Incorporated	Grant
84	Family and Parent Support Services	Yuendumu Safe House	DFV Crisis Accommodation - remote	Yuendumu	Yuendumu Women's Centre Aboriginal Corporation	Grant
85	Family and Parent Support Services	YWCA Domestic and Family Violence Centre	Domestic / Family Violence Crisis Accommodation - urban	Darwin	Young Women's Christian Association Of Darwin Inc.	Grant

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The Department of Children and Families has taken due care and skill in ensuring information contained in this Annual Report was true and correct at the time of publication, however changes in circumstances after the time of publication may impact on its accuracy.

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Aboriginal and Torres Strait Islander readers and viewers should be aware that this material may contain names of deceased persons.

CREATING A PUBLIC SECTOR THAT PROVIDES THE HIGHEST QUALITY SERVICE TO TERRITORIANS

DEPARTMENT OF CHILDREN AND FAMILIES
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